

# PUBLIC RELATIONS JOURNAL

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*public relations  
and private obligations . . .*

JANUARY, 1955

VOL. XI—No. 1

In Two Sections — Section One

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Index*

SEVENTH NATIONAL CONFERENCE ISSUE

and now we

R J. 11 1955

# "OPEN UP" THE WEST



The phenomenal success of the Broker Window Plan has necessitated a speed-up in our plans for expansion. The acceptance of the Broker Window Plan which we are jointly executing for the member broker firms of the New York Stock Exchange, and the Exchange itself, and a selected group of companies listed on the Big Board, has been so great that Burdick-Rowland will expand into the Pacific Coast-Rocky Mountain States area in February. Seventy-two excellent, high-rent, high-traffic ground floor window locations will be used to display animated, self-illuminated itinerant three-dimensional exhibits telling the corporate story of listed companies. This financial public relations project has had a tremendous impact as a merchandising device and a good influence on the financial fraternity, the potential investing public and the employees of the companies exhibited. Those being served through seventy-two offices in the East currently are: Allied Chemical & Dye Corp., Carrier Corp., Chrysler Corp., Commercial Credit Co., Crucible Steel Co. of America, General Electric Co., New York Stock Exchange, Olin-Mathieson Chemical Corp., Sinclair Oil Corp., Socony-Vacuum Oil Co., Inc., The West Penn Electric Co., The Yale & Town Mfg. Co. and Westinghouse Air Brake Co.

We are proud to announce that Standard and Poor's "Advertising in Action" National Trophy for 1954 has been awarded to us for outstanding services in financial public relations. The award was made on the basis of the New York Stock Exchange Broker Window Plan, described above. For further particulars concerning possible participation in the Far-West and other new areas of the country, please contact us.

## **BURDICK-ROWLAND ASSOCIATES, Inc.**

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## NOTED IN BRIEF . . .

• The January issue is devoted to speeches and program features of the Seventh Annual National PR Conference, sponsored by the Public Relations Society of America, at the Hotel Roosevelt, New York City, November 29, 30 and December 1, 1954.

• A total of 1,256 public relations people and their associates attended the conference. Enthusiastically acclaimed the most outstanding meeting on record of its kind in program content, pace and staging, the meeting brought representatives from 35 states and several foreign countries, including Canada, England, France, the Gold Coast, Holland and Thailand. Student groups from colleges teaching courses in public relations were guests of the conference.

• The program covered every conceivable phase of public relations from personnel to methodology, from merchandising to community relations, from education to attitudes, including an important talk on international public relations. Nine simultaneous workshops provided opportunity to study areas of specific interest to conference attendants.



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# PR JOURNAL

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## COVER PHOTO

Robert Montgomery, consultant to President Eisenhower and president of Neptune Productions, Inc., discussing some aspects of "Public relations and private obligations" with George M. Crowson, president-elect of PRSA, and Dan J. Forrestal, chairman of the Wednesday morning session of the 7th National PR Conference in New York.

## EDITORIAL PAGE

### We're Growing Up!

**T**HE SEVENTH ANNUAL CONFERENCE of PRSA was a whopping success. It was good from the drop of the gavel opening the business session on Monday morning until 5:45 Wednesday afternoon, when a pleased young man (newly-married and in the costly business of feathering a nest) rushed out to phone his bride that he had acquired another feather—the Crosley Super-21 TV set that was the door prize at the final session.

It's no news to the committees that staged the Conference that theirs was the best job yet. What should please them most is that there were virtually no complaints—a near miracle in an organization of impatient, over-critical, articulate people. No one beat the arrangements committee over the head, and the highly unpaid speakers emerged with generous applause, and hardly a harsh word.

This is unusual in conventions, and the sign of a successful one. To determine how good the New York meeting actually was, you should go back to the first conference, held in Chicago in 1948. There a few hundred strangers assembled with a fine disregard for Robert's Rules of Order. Everyone wanted to talk, and most did. The confusion was substantial.

As time went on we got better. The next two conferences—in New York—reflected the improvement. Then Chicago, Washington, Detroit and back to New York. Travel broadened us. We got older and wiser, and the conferences showed pretty steady improvement.

Holding the last against the first conference shows the extent of development. All of the previous meetings had their good features in attendance, programming, speakers, discussions, and exhibits. But this meeting was the best. And it should have been, because we're growing up.

From the kaleidoscopic memories of seven conferences one clear pattern emerges. The greatest contribution of these meetings is the annual opportunity for renewed companionship with fine people of like interests and concerns. Hardly an original thought, this; but we present it because this rewarding feature is the only one (excepting exhibits and other visuals) that you have to get in person and your JOURNAL can't bring to you.

### "We'll Call You . . ."

**J**OB HUNTERS ARE CERTAINLY DESERVING of all help and sympathy. The inexperienced young are touching because what they offer is so limited. Even more poignant are the men whose experience is so great that they are no longer young. Both groups are

able to get audiences with prospective employers, obtain advice that is always free—and frequently helpful—and, even get jobs. This is a pleasant commentary on the humanity of busy executives.

But, it should be remembered, no one is obliged to see applicants, and a job-hunter has some obligation to use good sense and good manners in his approach. Illustrating the lack of both are two practices that are currently common among job-hunters.

The first is the resumé build-up—the preparation of a prospectus so glowing that the applicant appears a blend of Galahad, Ivy Lee and a one-armed paper-hanger who can type. Such resumé's offend prospects and hurt applicants' chances, and should therefore be avoided. Second practice is the thoughtless—but nevertheless impudent and irritating—assumption that the prospect is eager to see the candidate. "I'll call for an appointment" is a breezy line that was probably coined by a naïve counsellor for a senior class. The resumé ought to be brief and honest. If the prospect is interested he will follow through. A good rule is the old line from the casting agency, "Don't call us; we'll call you."



### Guest Editorial

**O**NE OF AMERICA's leading advertising agencies has just retained one of America's leading public relations firms to serve as its counsel. The agency is Foote, Cone & Belding, which is about to launch a PR program to explain advertising's role in the national economy. Commenting on this move, one of America's leading advertising men has this to say: "Here's more evidence that the two branches of communication are learning to respect each other and work together. Other agencies should follow this lead and abandon their attitude of self-sufficiency."



### Horror Note

**F**ROM ENGLAND we learn of another effort of science to blight the field of belles lettres. Seems an engineer has invented a method of feeding "endeared" words into an electronic computer and getting a love letter in return. The machine, he claims, will accept nouns and verbs, as well as adjectives. Considering that our somewhat more delicate human machine speaks the sentiments of the heart haltingly and with limited success, we doubt that the machine will get anywhere. But, if the contraption really works, you may some day get a press release by dropping a quarter in a subway slot machine. Bad cess to the inventor!





*"Public relations is good business . . . when it reflects the faithful discharge of private obligations. It is good business when the business itself gives vigorous support by action to the statements it asks the public to*

*believe. It is the best business when policies are made and policy-makers are chosen by tests of moral principle, not practical expediency."*

\* \* \*

*"Every business holds an obligation to the consumer who buys its product, to the worker whose skill and industry create it, to the stockholder who invests in it. If the quality of the product is inferior, if the worker does not receive a fair wage for his labor, if the stockholder loses on his investment the public relations man will find himself in a helpless tailspin no matter what miracles of communication are at his disposal. But with a good product, sound management, fair wages and a just reward to capital, his messages will have the ring of authority that truth alone can give them."*

## Public relations and private obligations

By Robert Montgomery

President, Neptune Productions, Inc.,  
Consultant to President Eisenhower

(The following address was presented at the opening of the morning session of the 7th Annual National PR Conference, New York City, Wednesday, December 1, 1954. Theme of the session was "Public Relations Is Good Business.")

**A**S JEFFERSON PUT IT: "Error of opinion may be tolerated where reason is left free to combat it." The public relations profession, in particular, has the job of combating error of opinion. Like any new profession, however, yours has often been misunderstood.

They tell the story of a farmer who lived in a very populous community in a very populous country whose bill of rights included polygamy. In the farmer's region the birth rate was particularly high and the farmer had the largest family of all—a great many children. So many, in fact, that he usually separated them into two groups for easy

reference. One day a neighbor noticed this. "Why do you always have your children in two groups?" he asked. "Well," said the farmer, the ones in the first group I'm sure about. I know they're mine. The others, I'm not so sure about. You see, the first are my private relations and the second are my public relations."

The stigma of illegitimacy, however, can no more be applied to your profession than it can be applied to the legal or medical profession. Shysterism, quackery, malpractice, angle-working, deceit and dishonesty—and all other manifestations of selfishness, greed and avarice—are peculiar to no occupational field or professional calling: they are peculiar only to the human race. And these peculiarities, I fear, are going to be with us for a long time to come. We cannot eradicate them, we

can only reduce and minimize them. So long as they exist we are going to have international war and industrial warfare; we are going to have crime, syndicated and individual, we are going to have rank injustice and widespread misery. Clearly, the human race has its work cut out for it.

### Everybody's responsibility

Redressing the world's grievances and curing its ills is not the responsibility of any one group. It is the responsibility of all: the individual citizen, the company he works for, the community he lives in, the nation to which he owes allegiance. Each of us has the opportunity, within his own sphere, to lighten the common burden and further the common good. And as each enlarges the scope of his activities and influence, as he widens the circle of contacts with his fellow men he extends, proportionately, his personal responsibility and becomes, for better or worse, a practitioner of public relations.

Mankind marvels at his own breath-taking achievements in the realm of science and technology. We marvel and yet we have reached the stage in which we are practically shock-proof—we have almost lost the capacity for surprise. The impossible has been achieved so often that the word has lost its meaning. For science only the possible and the probable remain.

In the field of communications, particularly, we have surpassed and outdazzled ourselves. One would suppose our present facilities of communication to be more than adequate when we contrast them with those of the Pony Express era. But mere adequacy is not the yardstick of progress for the scientific mind—a mind whose nature is to discover, to explore, to experiment, to invent, to pursue the eternal quest for truth. The scientist does not presume to be a social engineer. He does not attempt to gauge the full consequences, for good or ill, of some revolutionary new invention on the destiny of all mankind. He creates but he cannot fully estimate the potential of his own creation. Significantly, the very first words tapped out in the first use of the telegraph, asked the question: "What hath God wrought?" It is still unanswered.

### The amazing future

They tell us the day may not be far distant when even the amazing communications devices now in use will be rendered antiquated and obsolete. We are told, for example, of a communica-

tions system of the future that will make present telephone and television circuits look primitive. We are informed that we stand on the threshold of a "new era" in communications. We are told about cybernetics and mathematical theories of communication. It is predicted that the so-called "information theory," or "communication theory," will rank ultimately with the relativity and quantum theories. In a score of laboratories here and abroad scientists are working on new machines to speed the dissemination of information—machines that will compress the data to be transmitted into the tiniest basic units. Speech can be "super-compressed" so that a hundred conversations can be sent over a single telephone channel.

In broadcasting, "super-reliability of transmission" is promised by a new signaling method called "pulse code modulation"—PCM—far more efficient than the familiar AM and FM of radio and television.

The "information theory" applies to every other type of telecommunication facility, to telegraph and radar, to electronic computers and to automatic controls for factories as well as for weapons. It was applied in setting up the "Distant Early Warning Line," as they call it, of automatic radar stations stretching from Alaska to Greenland. It has also been applied successfully in psychology, neurophysiology, linguistics and in other fields.

#### What does it mean?

What does all this amount to? What does it mean in terms of progress? It represents scientific and technological progress, to be sure. It represents material and mechanistic progress. But it represents only a single area in which we can move forward in terms of human progress. An electronic robot can talk a hundred thousand times faster than man. He can calculate figures fifty thousand times faster—or is it a million? His body is not nearly as perishable as man's—and no doubt it takes a higher polish. But he is still a robot—created, constructed, developed and directed by man. His qualities are mechanical, not mental; his substance metallic, not moral; his attributes physical, not spiritual; his power flows from a wall socket, not from a soul.

I would not detract one iota from the magnificent record of the illustrious, dedicated men of science who have made life on this planet infinitely more comfortable and more healthy than it used to be.

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"Our hearty congratulations to you personally and to your staff for the practically perfect convention that you staged at the Roosevelt. From past experience I have some idea of the amount of planning and preliminary work required. Under the conditions, I think you did an excellent job.

"Dr. Baldwin, vice president of the University (of Wisconsin), was very much impressed and made notes on how they can handle some of their University activities here in Wisconsin by patterning after your demonstration.

"We were much pleased that we could observe as we did, so that we can be more helpful to you in Wisconsin in 1956.

"For the record hearty congratulations and all good wishes for continued growth and accomplishment for PRSA."

MILTON H. FRANK  
Franklin Van Sant and Associates,  
Vice President,  
Central Region, PRSA

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#### The failure of man

Their great achievements stand on the positive side. The negative side lies in the failure on the part of the rest of mankind to match them—to use the marvelous machines and ingenious instruments made available by science for more constructive progress along other lines.

Gutenberg invented movable type for the purpose of propagating the truth, not perverting it. Would anyone suggest otherwise? Does anyone suggest that blame for the slaughter on the nation's highways should be laid at the door of the inventor of the gasoline engine? Or that Alexander Graham Bell envisioned networks of bookmaking racketeers spread across the country and doing a thriving business by telephone? Are the builders of the airplane to be condemned as fiends who plotted in dark secrecy to fashion an instrument for raining wholesale death from the skies? Did the idea of news bulletins reporting brutal attacks on unoffending nations and the idea of drenching the airwaves with lying political propaganda—did these ideas absorb the creative energies and stir the imaginations of those who gave the world radio? No, very few mad scientists exist—even in science fiction. If there has been failure, it is not science that has failed man—it is man who has failed science.

#### Truth—the greatest weapon

Can this failure ultimately be turned into success? Can the defeats we have suffered at our own hands be turned

into triumphs? Can man, the proud conqueror of nature, now conquer himself? To do so he will not have to forge new weapons, but he will have to use the old ones as he has never used them before. We here today are concerned with human relations, with communications between human beings, with the dissemination of information. What is the greatest weapon in our hands, surpassing all others as a power for good, as a means toward the realization of common goals? In a word, it is the truth. Ours is the obligation to defend it, to strengthen it, to champion it, to advance it at every point of contact through every means, by every method, through every channel in which truth can be made known.

The old question may be asked—but what is truth? Who is going to define it? How do we know when a thing is absolutely true and not just relatively true?

But we here need not be concerned with academic inquiry as to the nature of truth, with metaphysical subtleties, with speculation over the insoluble enigmas of the universe. We need not be bogged down in the swamps of semantics. Nor are we concerned about honest men who hold honest differences of opinion and who seek to establish the truth in public debate: that does no violence to the truth nor to the communications medium that reports their words.

But we are very much concerned whenever there is a deliberate misuse or abuse of communication channels for the purpose of disseminating quarter-truths, half-truths and whole lies.

#### The fundamentals

We recognize certain objective standards. We accept certain clear-cut definitions. We observe certain inflexible guides to conduct. Because it so happens, among free men, there are some things we know to be true and others we know to be false.

There are fundamentals rooted in the kind of life we have followed in this country for nearly two centuries that we know to be true. There are traditions and principles and values embedded in the very soil of America that we know to be true. There are basic personal and religious beliefs, basic articles of political faith, basic concepts of civic duty that we know to be true. These things are beyond guesswork and conjecture: they form the hard core of absolute truth and the moral foundation on which we must build if our aspirations are eventually to become realities.

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"I was unfortunate in being at the annual meeting only a day but from what I saw or, more important, from what I heard, it was by all odds the best meeting that has been held. Congratulations to you and the committees who worked with you."

E. S. BOWERFIND  
Director of Public Relations  
Republic Steel Corporation, Cleveland

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#### The responsibility of government

At the highest level, this responsibility devolves on the national government. As the custodian of liberty and as the servant of the people it is duty bound to tell them the truth. The public relations people employed by any administration are individual servants of the entire national community, responsible for the honest dissemination of factual information; they are not political hirelings paid to hand out partisan propaganda aimed at perpetuating irresponsible bureaucrats in office.

On the world scene we have the opportunity to bring the full moral force of truth to bear for the ultimate rescue and salvation of hundreds of millions now in chains. The overseas information program must be conducted as a worldwide community relations program in behalf of America and the cause we espouse. This is a merchandising program of the first magnitude. The nation's public relations are competitive, even though it is a mockery to speak of communism's big lies merely as unfair competition.

#### Our acts must match our words

We can win this battle, too. We have the communications facilities and we have the experts and technicians to do the job. However, just as in industry, where sound policies are the key to successful public relations, so on the international level the information we send abroad must reflect a strong, consistent, resolute course in American foreign policy. Our acts must match our words. We cannot say one thing and do another. We cannot promise liberation and practice appeasement. We cannot be all bark and no bite: the only foreign policy communism respects is one with teeth in it.

In state and local government there is the same obligation, on the part of every public official, to make the truth known. The obligation extends everywhere. It extends to every political and economic institution. Each must prove

its case before the bar of public opinion. It extends to every business organization, which, simply by virtue of existing, is certain to wield an influence on public sentiment one way or another. And that brings us to the area of primary interest today.

Our theme here this morning is "Public Relations is Good Business." What is the meaning implicit in that statement? How do we qualify it?

Obviously we have in mind sound, well-conceived programs of public relations that produce maximum benefits for a business organization, that promote interest in its products or services, strengthen its competitive position, build goodwill and enhance its reputation and prestige.

#### Accuracy and validity

This means that the public statements issued by the company, whether in the form of news releases from its executive personnel or in the form of institutional or product advertising, must be honest and factual, accurate and valid in every instance. They must be the whole truth. They must reflect a desire not merely to crash through the barriers of sales resistance and to develop high-octane pulling power in advertising—they must reflect genuine integrity on the part of management and a thoroughly active sense of public responsibility.

Barnum didn't state the whole case. For every gullible fool there are at least 25 skeptical, critical, case-hardened customers who are not easily deceived and who demand to be shown.

In the long run no public relations program can succeed that is based on the cynical aphorism, "the intelligence of the people cannot be underestimated." It can be. The intelligence of the average man, as has been well said, is far greater than that of the "average man."

#### The public's defense mechanism

It may be that the public has been fooled too often. In any event it has built up its own defense mechanism against deception and grown a hard, protective shell against dishonesty. We've all seen the window dressing that consists of streamers plastered over the plate glass and reading—"sensational sale"—"last few days"—"final clearance"—"lost our lease"—"everything below cost—hurry!" It doesn't take clairvoyant power to detect something wrong in that picture when the same come-ons continue to greet the passer-by month after month. Even if the wording were

changed every hour on the hour it would fool no one. Public relations is the wrong field for the quick-change artist: you simply can't make changes with the truth.

#### The consequences of violation

What are the consequences when basic rules of good public relations are violated, when mass media of communications are employed wrongfully?

The results are harmful first, to the individual company; second, to the product or service it sells; third, to the industry of which it is a member; fourth, to the public relations personnel involved, and fifth, to the community as a whole. No one benefits. No one's interest is served. Everyone loses.

● First, the company loses. If a false picture is painted, it is usually only a question of time before the actual truth comes to light. When that happens, when the public realizes it has been hoodwinked, confidence in the business and its management will be undermined. Loss of confidence will be reflected in decreased demand for the company's product and a commensurate decline in sales and profits. If the damage is not repaired there is the grim possibility of a real toboggan slide, with bankruptcy just around the corner.

● Second, the product or service is adversely affected. Once confidence is undermined public reaction is swift and chainlike in favor of the competition. It makes no particular difference as to just where the public relations program has backfired—the effect is the same.

For example, if people are persuaded that a certain company is unfair in its labor relations the danger that its product will be boycotted may be just as grave as would result from flagrant misrepresentation in its advertising. Public confidence cannot be divided: belief in the quality of a product goes hand in

(Continued on page 29)

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"I want to tell you how very much I enjoyed the 7th annual conference of your society. It was a great pleasure to make the acquaintance of so many colleagues.

"... I would like to receive, as soon as it is available, copy of the booklet produced by the Chicago Chapter and discussed at Wednesday's meeting."

J. VAN DEN BOGAERT  
Assistant Director,  
Netherlands Information Service,  
New York

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# A fence of our own to mend

"You have given the people of this nation a new understanding of our problems, our policies and our legitimate needs. And in doing this, you have also given us, I think, a better understanding of the broadening scope of our responsibilities towards the people as a whole."

By Benjamin F. Fairless

Chairman of the Board  
United States Steel Corporation

(This address was presented at the final luncheon during the 7th Annual National PR Conference, New York, Wednesday, December 1.)

IT SEEMS THAT the fence between Heaven and Hell blew down, one day, in a storm; and this led to considerable controversy in the Nether Regions. The devil's lawyers informed him that he was clearly liable for part of the cost of its reconstruction; but his PR staff pointed out that any concession on his part would be widely regarded as a sign of weakness, and might even be construed as a gesture of goodwill. This, they said, would seriously damage his reputation and standing in the community. So, after careful consideration, he sat down and wrote the following letter to the angels. It said:

"On advice of public relations counsel, I am pleased to inform you that the repairs are no responsibility of mine." To which the angels, in due course, replied: "Having no public relations counsel, we agree to mend the fence ourselves."

Now I pass that story along to you, not because of the regrettable doubts which it casts upon the ultimate disposition of the distinguished members of this Society; but rather because it emphasizes a painful fact about this age we live in: that not even an angel can expect to do business these days without an economist, a PR staff, and a seeing-eye dog to guide him!

It should also remind us, I think, that if we wish to stand on the side of the angels, we have a fence or two of our own to mend. And that, of course, is what I want to discuss with you today.

The years when the American businessman was generally regarded as just about the lowest form of our national life are still very fresh in my memory. So far as public opinion was concerned, he stood, perhaps, a cut or two above the banker and the utilities magnate;

but several points below the unreconstructed Republicans of Maine and Vermont.

He was the victim of a philosophy which was accepted without protest in those days—the philosophy of "guilt by occupational association." Any fault on the part of one businessman became, almost automatically, the basis for a blanket indictment of all businessmen. A simple mistake in judgment was often magnified to the proportions of a major crime. It was widely assumed that anything which was good for business was naturally bad for the country. And it was generally agreed that private industry must be shackled with endless regulations and controls.

Yes, those were evil days indeed; and they brought this nation closer to the brink of outright socialism than it has ever been before or since. The American people had been badly hurt in the depression. They were nursing painful economic wounds; and they insisted that someone be punished for their sufferings. So they seized upon business as their sacrificial goat.

And we businessmen were about as helpless, I'm afraid, as any burnt offering could be. We couldn't fight back—or even answer back—because we had no voice. Presumably we spoke the same language as everyone else in America; but no one seemed to understand it. Nor did we always understand, I think, the language of the people.

But one thing we did understand: that somehow we had to refute—in clear and convincing terms—every reckless charge that was made against us—that somewhere we must find a voice which the American people could hear and comprehend.

Now this was not a task which could have been performed by press agents, publicity men, or propagandists. It required the services of men and women who possessed professional dignity, un-



impeachable integrity and the highest sense of responsibility. And that, of course, is where you came in.

## The voice of American business

For some twenty years, now, you have been the Voice of American Business—a voice that today is respected and believed. You have given the people of this nation a new understanding of our problems, our policies and our legitimate needs. And in doing this, you have also given us, I think, a better understanding of the broadening scope of our responsibilities towards the people as a whole. In short, you have been our main line of communication with our fellow citizens; and as such, you have become a vital and indispensable part of modern business management.

Now it would be difficult, I know, to appraise the value of public relations by any fixed standard of measurement; and it is probably impossible to do so in cold, hard terms of dollars and cents. But about six months ago, Claude Robinson came up with one of the most illuminating studies on this subject that I have seen so far.

His Public Opinion Index took a nationwide poll among the manual and white-collar workers of eight major industrial groups; and in it, these workers were asked how they rated the leaders of business and industry in comparison with union leaders and with government officials. The results were astonishing to me, and I'm sure they must have been at least mildly surprising even to you.

## More confidence in business

The survey showed that in many important respects, these industrial workers placed considerably more confidence in the leaders of business and industry



than they did in the leaders of labor and government. They believed that management's leadership was more honest and more truthful—more intelligent, forward-looking, fair-minded, capable, hard-working, energetic, and trustworthy than was the leadership of government or labor unions. They also felt that business leaders were less arrogant, ruthless, cold-hearted, selfish, over-ambitious, and power-hungry than union leaders are.

So we certainly have come a long way together since those dismal and depressing days of the 1930's; and I should be inclined to be mighty happy about the job you have done if I'd only stopped reading right there. Unfortunately, however, I didn't; and a couple of pages farther on in the report, I found something that seemed almost unbelievable to me.

When asked which group of leaders had done the most to protect freedom of the individual in this country, the overwhelming majority of these industrial workers gave the credit entirely to government officials. About one in five said that union leaders were the outstanding champions of individual liberty in America; and only one in twelve cast business leaders in that role.

#### **The biggest gap**

And there is what I believe to be the biggest and most dangerous gap in our fences today. As far as mere credit is concerned, of course, we don't care who gets it—just so long as human freedom is preserved in this great land of ours; but how can freedom be defended successfully unless our people fully understand the nature and the source of the attack upon it? And clearly, these workers did not.

If they had been asked who had done the most to protect our system of free competitive enterprise, I have no doubt that they would have been almost unanimous in saying that business leaders were responsible for that; but obviously, they seem to think that economic freedom and individual liberty are two entirely different things—that it is possible to surrender one and still retain the other.

Now that, of course, is a disastrous and fatal delusion; and the fact that it still persists is not only a major threat to all of our Constitutional liberties, but it is also a shocking commentary, I think, upon the inadequacies of our entire public relations effort to date.

We know that the only alternative to

private competition is government monopoly of enterprise. We know that when government monopolizes production, distribution and employment, it is no longer the servant of men—it is their master. And therefore we know that economic liberty and political liberty are inseparable parts of the same ball of wax—that we must keep them both, or we shall lose them both. But clearly there are millions of our fellow men who do not know and understand these vital, basic facts about their freedom.

#### **Why have we failed**

Now why have we failed in this field, when we were so successful in all the others I have mentioned? Well, the answer, I suspect, is quite simple.

For more than twenty years, American business has been the central target of a bitter socialist attack upon our free economy; and we have had to defend ourselves against that attack almost single-handed. We have told ourselves that we were also defending nobly the economic and political liberties of every man and woman in this nation—and this, indeed, was entirely true—but our fellow men just didn't see it that way.

To them it appeared that we were striving chiefly to save our own skins—that this was a private fight; and that they could afford to watch from the sidelines and wait for the best man to win.

Now I am perfectly sure that most of these people sincerely believe in our enterprise system and want to see it preserved. But they also harbor a deep suspicion that free enterprise is a device designed primarily for the benefit of business—that it is our own personal baby, and that we have a vastly greater stake in its survival than they do. So they shrug off these attacks with one cynical question: "What have I got to lose?"

#### **A clear answer**

And to this very date we have never answered that question to their satisfaction. Yet we have, at our fingertips, an answer so clear, so convincing, and so dramatic, that hardly anyone could fail to understand it. And I refer, of course, to the case history of Britain under the recent Socialist Government. It is the story of a people who—of all nations across the seas—are most closely akin to us, because they speak our language and they cherish personal liberty quite as jealously as we do.

So while I have used this illustration before, it is so appropriate to this dis-

cussion and in these surroundings that I should like—in the few minutes that remain to me here today—to suggest that we ask ourselves frankly, which group in our economy—the owners, the employees or the customers of business—would suffer most if we were to adopt a kind of benevolent, socialist government like the one which held power in England for six years following the close of World War II? Let's look at the established facts:

#### **The established facts**

Nine years ago the Labor Party and the labor unions took over the British Government, lock, stock and barrel. Then they set out to create, in England, the socialist Utopia, that they had always pictured. First, they established a system of cradle-to-grave security which undoubtedly did benefit the most impoverished groups in their economy. After that, they nationalized virtually all of the biggest, most important industries in the land, and fashioned them into a giant monopoly under government ownership and operation.

Now how did the people of Britain fare in that Utopia? What actually did they lose? Well suppose we start with the owners whose businesses were taken from them.

These properties, of course, were not confiscated. The Government bought the owners out, and in exchange for their stock—which paid dividends only when there were profits—it gave them government securities which paid interest, annually, whether there were any profits or not. So, since some of these businesses had been in the red for a long time—and since practically none of them ever made a profit after the Government took them over—the former owners found themselves in the happy, and unusual, position of being subsidized, in effect, by a Labor Government at the taxpayers' expense. You might even call it a kind of "Guaranteed Annual Dividend."

When it came, however, to the small shopkeeper who was permitted to retain his own business, he did not fare nearly so well. He operated under a rigid system of rationing and price controls; and whenever the Government found it politically expedient to do so, it could—without warning—cut the price of the goods which he had on his shelves. But it would not cut the price he had already paid for this merchandise; so he was left holding the bag. All he could do was to fire a couple of

clerks, keep his customers waiting in line, and try to break even on the deal.

#### **The workers' "blessings"**

So far as the owners of business were concerned, therefore, the burdens of socialism fell most heavily upon the smaller, weaker enterprises that remained in private hands. But now let us count, if we can, the blessings which the British worker enjoyed under this Labor regime. His unions had achieved their highest

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"The 7th annual PRSA Conference just concluded in New York should offer real challenges to Los Angeles. This was the first opportunity I had to participate in the "gathering of the clan" and not only did I enjoy it immensely, but I feel that I benefited considerably from attending the many excellent meetings which were held.

"My congratulations to you and the members of your staff for this fine job."

JOS. J. GUTOS  
Director, Community Relations  
Keystone Steel & Wire Company, Peoria

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ambition. They were their own bosses. They controlled the biggest, richest industries in the land; and they could whack up all the profits as they pleased.

But alas, there weren't any profits to whack up. And the union leaders were far from happy.

They wanted, presumably, to grant every wage demand of their membership; and as the owners and managers of their newly-acquired industrial monopoly, they could easily jack up their prices accordingly. But as government officials and statesmen they could hardly allow their country to plunge headlong into bankruptcy, as it threatened so often to do during the six years they held office.

To keep England solvent, they had to maintain British exports. To maintain exports, they had to keep their prices competitive with those of the most efficient producers of the other nations of the world. And to keep prices competitive, they had to hold production costs—and wages—down.

So in the end, they had no choice but to try to enforce what amounted to a wage freeze. Beyond that, they plastered every available signboard with slogans such as "Work or Want"—slogans urging British labor to work harder and produce more. Over here, our men would have called it the "speed-up."

What they called it over there was apparently unprintable. Unrest grew in the rank and file. Absenteeism began to

cripple the production of coal. There were slowdowns on the railroads; and strikes on the docks, which endangered the national food supply. Something had to be done—and it was done.

To cope with the coal situation, the Government froze miners in their jobs—completely destroying their freedom to work anywhere else. And in the dock strike, it took 15,000 drafted troops—many of whom came from union families—and sent them down to load and unload the ships until the strikers caved in. And so it was that labor's own leaders were cast in the role of strikebreakers!

#### **Another disillusionment**

But that was only one of the disillusionments that the British worker suffered under socialism; for he was also a taxpayer and a consumer—even as you and I.

As a taxpayer he learned to his sorrow the ruinous price of the all-out welfare state. He learned it because he paid it! His leaders, it is true, had soaked the rich while they lasted; but that wasn't long, and all that they got from the rich was only a drop in the budget. Nor could they soak big business, of course, because they already owned it, and it paid no taxes at all. So there was no one left to soak but John Q. Worker himself.

In the lower brackets he paid a standard tax of 45 cents on the dollar; and the surtaxes went up from there. But that was only the beginning. On top of his income tax he paid a sales tax—incredible as that may seem in a labor leader's Utopia. Nor was it any little penny sales tax either. It ranged from 33 per cent to 100 per cent of the selling price of each article it covered.

But in a way, this really didn't matter so much, because there wasn't a great deal he could have bought with his money, even if he'd been allowed to keep it; for England, under socialism was a barren land of shortages and a wilderness of controls.

Its finest products were largely reserved for export. An American tourist could buy them readily in the London stores; but the British worker couldn't buy them at all. He could only admire them in the shop windows where they were clearly marked: "For export only."

At the same time, the Government was forced to cut to the bone the imports upon which the British worker has always depended for many of his basic necessities of life. So most of the

things he needed were severely rationed; and many of the things he wanted were denied him completely, under export controls. Things like a new home or a car, or any of the household appliances that are so commonplace to workers over here, were hopelessly beyond his reach. And even if he had been able to buy an automobile, he would not have been permitted to drive it more than 90 miles per month!

#### **No incentive**

So he had little incentive to work more, to produce more, or to earn more. The luxury of leisure was far more attractive than time-and-a-half for an extra day's work; and it was the only real luxury left to him; for under the welfare state, he had learned a significant lesson: that no matter how little he worked, he would always be able to exist; but no matter how hard he worked, he would never truly be able to live!

Now all of this, of course, played hob with the British economy. Consumers grumbled their endless, and futile, complaints on all sides. Production lagged badly in the Government's industries. Quality declined steadily; prices were hiked substantially in the domestic market; and still the mounting losses were charged up to the taxpayers. So the

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"... this was certainly the Society's proudest accomplishment. You did a wonderful job of putting together all the details and I know that an awful lot of work and sweat went into the accomplishment."

E. LEO KOESTER  
Public Relations Manager  
Crosley and Bendix Home  
Appliances Division  
Avco Manufacturing Corporation  
Cincinnati

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Government faced continual crisis. It was always behind the eight-ball.

#### **A significant lesson**

And thus it was that the union leaders also learned a significant lesson of their own: that men will work only for one of two reasons. They will either do so voluntarily in pursuit of the carrot; or they must be driven under the compulsion of the stick. And since the Government had completely destroyed the carrot incentive, it had to resort to the threat of compulsion.

To this end, it armed itself with totalitarian powers which greatly curtailed the individual freedoms of the British people—freedoms that we have

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# PR report from abroad

"It is not enough for us to have sound policies dedicated to goals of universal peace, freedom and progress. These policies must be made known to and understood by all peoples throughout the world. This is the responsibility of the new U. S. Information Agency."

—Dwight D. Eisenhower

By Theodore C. Streibert

Director, U. S. Information Agency  
Washington, D. C.

(This was the opening speech of PRSA's 7th Annual National Conference, New York. It followed the business session Monday morning, November 29.)

**T**HE U. S. INFORMATION AGENCY is actually doing a public relations job. But it is constantly confronted with problems and situations unknown in normal PR activities.

Imagine, if you will, a PR agency handling a very important account. The client is reputable and his products are excellent, but the competition in the field is cut-throat. One company in particular is ruthlessly fighting our client—with the objective of utterly destroying and running him out of business. They have launched a campaign to do just that, employing all known PR and advertising media: press, radio, direct mail, motion pictures, person-to-person contacts, everything.

In full-page ads, carried in every newspaper coast-to-coast, they charge that our client's products contain poison. They publish so-called expert testimony that the poison has been identified by laboratory tests and that families, dozens of them, have died from it. There are photographs in the newspapers of the funerals of the victims. Public demonstrations are staged and mob attacks instigated on employees of our company and its plants. Widely publicized are alleged "confessions" of persons who claim to have participated in the poison plot.

In this imaginary situation our company has no legal redress. With the skilled help of the PR firm, it can, and does, refute the charges. But its budget is limited and it cannot hope to reach each individual who has seen the ads or heard the stories. The opposition, on the other hand, has practically unlimited



"PR today is a science," Mr. Streibert pointed out. "It is one that we, in this country, are just beginning to realize has a vital role in international relations."

funds. Even more important, the opposition does not feel in the least bound by the rules that govern normal and decent PR operations. To them, it is win at any cost and by any means.

Something very like this is happening today to the United States—and to its PR counsel, the U. S. Information Agency. We have a job to do, the success or failure of which will affect the lives and future of every person in this room, and of our children.

## \$1.2 billion propaganda

Our opponent, international Communism, is determined to defeat, at any cost, the objectives of the United States. We are the major obstacle in their path to power. Propaganda is one of their most potent weapons. It is a tool of conquest. They use it viciously and unstintingly to distort, divide and corrupt. In 1953, for example, the Soviet Union alone spent \$1.2 billion on direct propaganda, foreign and domestic. The Eastern European satellites, excluding East

Germany, spent an additional \$530 million. Communist China budgeted \$1.4 billion for "cultural" purposes, education, propaganda, etc. How much Communist parties outside the "Curtains" and front organizations all over the world (including the United States) spent, in addition, is anyone's guess. But you can be sure it was plenty.

The Communists have devoted over 30 years to developing techniques in their particular brand of PR, and to training an army of "experts" in the field. In the Soviet Union there are some 177 schools for postgraduate training in propaganda. Over-all enrollment in propaganda courses is estimated at 300,000. Three of the top negotiators facing Arthur Dean at Panmunjom were graduates of Soviet propaganda schools. Other Communist leaders, Ho Chi-Minh of Indochina, Kim Il Sung of North Korea, etc., were trained in the USSR. Their training included propaganda.

## PR a science

PR today is a science. It is one that we, in this country, are just beginning to realize has a vital role in international relations. Our Ambassador to India, George Allen, has called PR a "new kind of diplomacy." Until fairly recent years, he points out, diplomats dealt only with the officials of other countries. Today we know we must take the *people* into consideration. We recognize that widespread public understanding is vital to the success of any policy. President Eisenhower has put it this way:

*"It is not enough for us to have sound policies dedicated to goals of universal peace, freedom and progress. These policies must be made known to and UNDERSTOOD by all peoples throughout the world. This is the responsibility of the new U. S. Information Agency."*

I have heard the President say that he regards sound policies as only half the battle. Telling "all peoples throughout the world" about these policies is the other half. Deeds, of course, will always be more important than words but, as you so well know, unless deeds are interpreted they cannot have their full effect.

In assigning this responsibility to the Information Agency, the President, on the advice of the National Security Council, gave the Agency three further tasks. They include: exposing Communist lies about United States aims, and projecting important aspects of American life and culture which will help create understanding of our policies and objectives.



### The Agency's scope

The Agency is just a little over a year old. President Eisenhower established it August 1, 1953, to combine all foreign information activities into one operation, into a separate independent agency, reporting directly to him through the National Security Council. It consists of a headquarters in Washington and what



**William Clark:** "Two great changes have taken and are taking place in Western Europe—economic recovery . . . political integration. . . ."

you might call branch U. S. public relations offices at 217 posts in 77 countries. These posts are manned by roughly 1,000 Americans and 6,300 citizens of the local countries. This includes United States libraries overseas, of which we have 160 in 63 countries.

Here in this country we operate the "Voice of America" which broadcasts daily in 38 languages; the International Press Service, which sends 6,000 words of news by wireless daily six days a week to the overseas posts for translation and servicing to local newspapers; the Press Service also issues numerous publications and posters . . . over 100 million units in the past year; the Motion Picture Service, which produces anti-Communist films; and a new television unit which is sending kinescope and films to TV stations in 19 foreign countries.

Altogether, the Agency's total personnel is just about 9,500 and our budget this current year is \$77 million.

### Teamwork

When I speak of the U. S. Information Agency as being independent I do not mean to imply that we operate in a vacuum. We work closely with the Department of State, from which we get

foreign policy guidance daily, as well as with other Federal departments and agencies. I personally report to the President at least once a month. I sit in on all sessions of the Operations Coordinating Board as well as those of the National Security Council dealing with foreign policies. The Agency is constantly in touch with Congressional leaders and committees. It is teamwork, legislative and executive, department and department, person and person. And it works.

Then there is the United States Advisory Committee on Information. There is the Advisory Committee on Books Abroad and the Broadcasting Advisory Committee. Each of these committees is composed of distinguished experts, bringing to us a wealth of experience in their fields. And, all these organizations and individuals share President Eisenhower's views on the importance of telling the United States' story abroad—of doing out best to see that our policies are understood by "all peoples throughout the world."

Our Washington organization includes four assistant directors of the Agency in charge of geographical areas: Europe, the Far East, the American Republics, and the Near East, South Asia and Africa. These assistant directors report to me and operate as traveling vice presidents, with full authority to act in the field. By spending about half their time in the field they maintain close and constant contact with the overseas posts. Each was carefully selected for his knowledge of the area and experience in international information activities.

With me, today, is William Clark, Assistant Director for Europe. Mr. Clark was at one time with Arthur Newmyer and Associates, the Washington public relations firm. He has just returned from a tour of his area and he will give you a brief report on the U. S. Information Agency in Europe.

### WILLIAM CLARK . . .

My visit included six countries and everywhere I went I talked with our information officers, the Embassy officials and wherever possible newspapermen and local Government officials.

### Two great changes

Two great changes have taken and are taking place in Western Europe. (1) *Economic recovery*, for which the United States has worked so hard and spent so much, has largely been achieved. (2)

*Political integration*—another aim of United States foreign policy—by which we mean the gradual lowering of nationalist lines and the emergence of a European entity, is actually taking place. At Paris, last month, 15 nations agreed to make NATO a living instrument of their political, economic, cultural as well as military policy.

These two developments—economic recovery and significant progress toward political unity—in themselves require us to recast our information program, to prepare public opinion in Europe for the next step. But there has been an even more significant change—the Soviets have put on sheep's clothing.



**Abbott Washburn:** "Was our election service to the world appreciated? Hardly had the last program signed off when the cables started pouring in."

I don't think it an exaggeration to say that Russian actions as well as Russian propaganda have in the past enormously aided our cause.

### Russia on good behavior

Now the Russians are publicly behaving themselves. At cultural events, festivals, expositions, international competitions, they are exporting teams of extremely effective propagandists. They are behaving like a civilized 20th Century people, and this cloak of deceptiveness is infinitely more successful than their former ham-handed brutality. They send athletic teams who comport themselves well and more often than not *win* the competition.

The true aim of the Soviets in Western Europe is dissension and division. They want to destroy the carefully built framework of political and economic unity now emerging. Failing this, they

*(Continued on page 38)*



# Public relations: what's in a name?

By Frederick Bowes, Jr.

Director of Public Relations and Advertising  
Pitney-Bowes, Inc.

(This was the annual address of the President of the Public Relations Society of America, given at the luncheon on Monday, November 29, the first day of the 7th Annual National Conference.)

Today, in the cause of our calling of public relations, I should like to take issue with a man named Shakespeare.

"What's in a name?" he said.

"That which we call a rose

By any other name would smell as sweet."

I wonder. And so do many of you.

A rose maybe. But a profession?

That which we call law—by any *other* name . . . ? Architecture—by any *other* name? Accounting? And public relations—by any *other* name?

I think not. And I daresay most of you agree.

For, Juliet notwithstanding, a name may have a use and a purpose—which it is not wise or right to toss aside, change or disguise. A name, as Webster prosaically defines it, is "The title by which any person or thing is known or designated."

What some have called mere straws in the wind I think are signs of deeper meaning. They point to one of the greatest problems we've ever faced; and, at one and the same time, one of our greatest opportunities.

They are not significant in themselves as warnings of any great trend in professional nomenclature, but they are meaningful, I think, as evidence of a deeper problem.

- While the management function of public relations is designated by that name in the great majority of organizations these days, a few leading companies have recently given new titles to their public relations executives—titles like "director of public information," or "director of public services," or "director of communications."

- A company which has contributed more than its share to the field of public relations, which also owes much of its

good reputation to good public relations policy, programming and practice, and whose chief executive, moreover, is instinctively a fine public relations leader in his own right nevertheless dropped from its annual report first the regular chapter heading "public relations," then the chapter itself. The reason: "If we group these things together and call them 'public relations' our stockholders, employees and others may think we are conducting these activities for public relations' sake, not for their own sake." The fear was one of misinterpretation of motive.

- An article on public relations in a popular magazine reports, in like vein, that a company president recently said, "We don't want a release on our airlift to the flood victims. People will think we are doing it just for the glory."

- One of America's oldest and most respected professional societies in the social science field has changed the name of its public relations committee to something considered less likely to be misunderstood as "propaganda" or purely "publicity." And this at a time when their public relations problems are so many and acute that the association is now combating quackery in its field by setting up a Board to certify qualified professionals eligible for listing in its national registry!

Are these things foolish? Short-sighted? Evasive? Expedient? Unfair?

We think so, of course. You just don't solve basic problems of identity by ducking the issue and changing names. You usually find there is a basic *utility* to the old name—and an *equity* in it, too. Only a few years ago, American industry was told that profits was a bad name, that the whole free enterprise system itself would topple if we didn't stop using it. Remember the rash of economic euphemisms—labored, ludicrous, and confusing—that came and have gone. American industry—thanks to clear-headed management thinking



and mature and skillful public relations practice—refused to be stampeded. Men rallied to the standard of a mere name—and today "profits" are quite respectable, and much to be desired by most all parts of the American public.

We know of other names, of course—names of vocations and callings—which zealous association leaders have changed, and even coined, for what they mistakenly thought were sound public relations reasons.

Well, Mr. Shakespeare, what *is* in a name? Our name, public relations?

Apparently a lot more than some folks want or like. How did this happen? How did the problem arise?

## Two basic causes

It comes from two basic causes, I think.

The first cause has been with us—and with all the younger professions—from the first. It's the most obvious and most annoying—and there's not much we can do about it, short of outright government licensing, as long as the professional field of public relations continues to gain ground. It is the old problem of the fakes and phonies and charlatans; the leaners and the hangers-on. For today, anyone—literally anyone—can put out a shingle reading "public relations," and call himself a "public relations man."

That's one cause—the old and the obvious one. It hurts when we read of the tub-thumper, the lobbyist, the official greeter, and the proxy specialist who find it expedient to preempt the title of public relations.

But we get over it—and we get on with the job. We have far too little faith in our own clients and employers if we

fear they won't detect the abuses and misuses—and understand.

But the second cause of this disaffection has not long been with us. It is not as obvious. It is deeper rooted and more dangerous, because, ironically enough, it stems back not to the misdeeds of the camp followers who misuse our name—but to the very *good* deeds and "success stories" of our own people—all under the banner of "public relations"!

#### NICB discovery

A year ago, the National Industrial Conference Board, surveying the business practices of 158 manufacturing companies, found its top executives declaring a profound consciousness of their public relations responsibilities, with seven out of eight personally concerned with setting policy in a conscious, programmed effort. Significantly, however, it found several of the larger firms were tending "to intentionally obscure a well-planned and detailed public relations program. Frequently these companies even avoid the name 'public relations' and prefer to call the various activities involved 'human relations,' 'company information services,' etc.

"The purpose, some say, is to prevent the illusion that their program is contrived and not merely a reflection of their basic philosophy towards employees, stockholders, customers, suppliers, the government, and the many other publics which, when totaled, constitute the general public," the Conference Board continues.

I am not overly concerned about names and titles as such. Companies have a perfect right to call the management function of public relations anything they want (except press agency, of course!). We in PRSA are not going to waste valuable time bemoaning the quacks and interlopers, the parasites and others *outside* our professional membership. There's not a blessed thing we can do about *them*, and we already have adequate means of dealing with any offenders in our *own* ranks.

#### The challenge

The *bigger* challenge that this name problem poses is one which goes far beyond matters of self-regulation. It asks what we are going to do about this incipient trend which finds policy leaders and chief executives in several fields not only hiding the existence of their excellent public relations efforts under a

bushel ("Let's change your title to 'communications,' George"), but going further and hiding even the lights of their own good deeds ("Let's not have a press release, Tom—people might not understand")!

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"I am just back after three of the fullest and most rewarding days that I can remember, and want to thank you and all your cohorts for what was a really wonderful experience."

PAUL L. EDEN  
Owner  
Eden and Associates, Cleveland

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What I *am* concerned about is that we don't recognize this trend for the *public relations problem* it is, and set in motion a concerted, skilled program of public relations for public relations! For our very success may one day work us out of a good and useful name, if not a job. It has already bred our Society's first basic public relations problem.

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#### Let's speak up for public relations

One classic pattern would call for analysis to identify our various publics, for research to find the areas of understanding and misunderstanding, for a plan of action to earn good will, and a program of information to interpret it. Meantime, each of us, as individuals, can stop viewing with alarm the sins of our imitators, and start pointing with pride to our achievements. Let's speak up for public relations! Modesty is still a virtue, true—but what if its silence leads to misunderstanding harmful to our clients and costly to our craft?

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"Most hearty congratulations on the finest Annual Meeting of them all. They have improved steadily but this year you and your fine staff really excelled yourselves. It was the greatest."

W. E. AUSTIN,  
Asst. to the President  
Brading Breweries Limited  
Toronto

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Let's frankly admit that our failings are those of a youthful profession—but let's not forget that here among us today there sits a wise counselor whose respected firm (Dudley-Anderson-Yutzy) is this year quietly celebrating its forty-fifth anniversary—under the name "public relations."

From now on, let's stop apologies and excuses. Let's accentuate the positive. In all our contacts with our own special "publics," let's speak up about the *good* things we see in that rose we do not want known by any other name!

#### Our seven big assets

When you and I think and talk of "public relations" from now on, let's turn proudly to seven assets—some of them a part of our background for more than ten years!—not as goals or things of the future, but as assets of *today*:

- A *code of ethics*, clearly spelled out for all to see and respect. A conference workshop session this afternoon will release for widespread publication a new version of our professional standards of practice.

- A *National Judicial Council*, to give teeth and meaning to our Code, to uphold the honor and integrity of our chosen profession. Few know that organized public relations has had such a judicial body since the founding of PRSA. Although its docket and deliberations are not made public the Council regularly receives and reviews charges of alleged malpractice where a PRSA member may be involved, and stands ready to recommend expulsion if necessary.

- *Eligibility standards*, also newly spelled out for all to see and respect—a checklist and interpretation of the membership requirements in our by-laws, specific qualifications of character and experience. That the eligibility standards of public relations are high enough to be meaningful without being unfair is attested to by the fact that the National Eligibility Committee, which acts upon the applications already reviewed and approved by PRSA chapters, nevertheless did *not* approve one out of 20 applicants during the first 9 months of this year.

- *Training, education and research*. Ten years ago, you could count the university courses in public relations on the fingers of one hand. At the present time, there are some 200 such courses, and 15 universities now award degrees in public relations. Dozens more hold regional conferences every year—with the university president generally present to open the conference. In our own Society, we are pioneering new methods of personnel selection and aptitude testing for various phases of public relations work. Public relations, long deeply concerned with research, now bids fair to become

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# Public relations is good business -- in the financial community

By Sidney B. Self

Wall Street Journal

(This speech was given at the Wednesday morning session entitled "Public Relations Is Good Business.")

**F**INANCIAL PUBLIC RELATIONS at first glance might seem to be the dulllest and least significant portion of this extremely large and important field. To most people figures are dull, unless they touch their own pocket books or their own household budgets. Even here, an astonishingly large segment of the public is surprisingly vague in their understanding of the figures submitted by corporations which they partially own and which through dividends provide many people with part of their livelihood.

A good deal of this lack of understanding, of course, derives from the ancient abracadabra of the accountant who uses mysterious words like surplus and reserves and amortization. These are what people in the newspaper business sometimes call "fog words," which means that they really cloud over the facts instead of making things plain.

But today, with the stockholders' list of corporations steadily growing, with the necessity for even the largest firms to go to the public for new money to keep growing, with proxy battles for the control of great companies becoming frequent affairs, financial public relations is assuming a significance it never had before.

## The need for understanding

Business more than ever in co-operation with its professional advisors, public relations men, must more and more labor to gain sympathetic understanding from its owners, the stockholders. Better knowledge of finance is an essential in this.

To give people a better knowledge of financial matters, it will certainly be necessary to get away from some of the fog words in writing about money matters. I like to think of one innovation suggested some years ago by the late Orlando F. Weber, then president of Allied Chemical & Dye, who said that

what are termed profits should be called "wage payments for tools." In other words, the shareholders who provided the money for tools and plants were entitled to their just wages. The word "profit" carries a slight meaning of money that is not really earned.

Certainly tremendous progress has been made by both business and its public relations advisors in the financial field over the last decade or so. Certainly much more progress must be made, because as business grows its responsibilities and its problems will become greater.

I would like to give a few examples of how things have changed for the better.

When I first started work on the Wall Street Journal thirty odd years ago there were not only not any financial public relations people, there was no financial public relations, and practically no public relations to speak of on the part of many big companies.

This is not to say that all industrial managements were bad and disagreeable, although some of them were. It was a time of transition between the robber barons of the turn of the century and the more enlightened policies of today. The attitude of managements was really not too hard to understand or from their viewpoint too unreasonable.

## The old attitude

Most big firms were started as private enterprises and were run, by and large, by the men who had founded them or who at least owned a major share of the business. Their philosophy was that the business was their private property. If anyone wanted to buy into it, it was the buyer's own look out and his own risk.

"Why should we tell him anything?" was the attitude. "If he doesn't like it he can sell his stock." There was also the entrenched belief that if anyone made any money out of trading in the stock, on the up side, or even on the down side



—that was another prerogative of management, which usually meant the directors. This prerogative meant that good or bad news was concealed until the owners had bought or sold what they wanted. It also sometimes meant, I am sorry to say, the giving out of misleading, or even false information at times. The attitude too often seemed to be that it was quite all right to lie to a newspaper man. We financial reporters had to learn quite early in our careers who could be trusted.

## A typical meeting

So we can pass to an example of the unit type of old time annual meeting, which I attended as a cub reporter. Usually two of us would go, preferably with one man who knew shorthand. Only a handful of shareholders looking quite bored were sitting in a dingy room, even though the meeting might be that of a major company.

The president's attitude was plainly that the whole affair was a damned nuisance, an intrusion on his privacy, which he wanted to get over as fast as possible. After the usual preliminaries, he would read the annual report as fast as possible in a very low tone of voice so that no one could hear what he was reading.

Meanwhile the reporters were frantically scribbling notes on what they were able to hear. I suppose annual reports were sent to the shareholders later, but often none were available at the meeting.

As a matter of fact, frequently reporters were not allowed in the meetings unless they came prepared with proxies. So the Wall Street Journal used to keep a little library of one share lots of stock in certain firms so we could be sure to get in. For other meetings we relied on proxies from friendly brokers. There



were even extreme cases where the reporter would be picked for brawn instead of brains because he would be harder to throw out.

#### **No effort to build good-will**

These were the earlier days. But even before the last war, when managements were already enlightened and friendly to stockholders, there was no effort to make the annual meeting a vehicle for building good-will.

Allied Chemical's meeting used to last 10 or 12 minutes. I think the record was nine minutes. Meetings of du Pont, attended by only a score or so of people, were held in the directors' room. I remember one meeting which was attended by Lewis Gilbert, professional stockholder representative, and by a reporter from the left-wing newspaper, PM, now defunct. I doubt if Wilmington has been in more of a tizzy since the Civil War, but nothing unpleasant happened and as a matter of fact PM gave the company a very nice and harmless story.

#### **Change for the better**

Annual meetings today have progressed a long way. Allied Chemical now has several hundred interested stockholders present. Most of the directors and all of the heads of divisions are present to answer questions and report on specific matters with which the top officials may not be fully familiar.

American Telephone last year had an attendance of 1400 people at its meeting held in the main auditorium of its headquarters building in New York. The meeting was shown a television tour of Bell's Long Lines Division.

General Electric Co.'s last meeting had 3000 in attendance.

Union Carbide has several hundred shareholders in its employe cafeteria, displaying company products in the fittings and furnishings of the room. A very complete review of the year and discussion of the future is given by president Morse Dial, and other officers supplement his remarks when questions are asked. Then a buffet lunch is served where shareholders can talk with officers if they wish.

Du Pont has moved its meeting from its directors room to the Grand Ballroom of the Wilmington Hotel, which has been jammed in the last two years. Very complete information is given and questions answered.

Incidentally, as far as I can observe, stockholders, like movie fans, love to meet their favorite stars in person. They

like to see and shake hands with the men who run their affairs. Believe it or not I have seen ladies who seemed as pleased to meet Crawford Greenewalt of du Pont or Edgar Queeny of Monsanto as other ladies are to meet Liberace or Clark Gable. Seriously, however, I think personal appearances are excellent public relations.

#### **A notable example**

One of the most notable jobs of handling annual meetings is being done by General Mills. The company's home town is Minneapolis and though there are many stockholders there, it is difficult for stockholders to get to Minneapolis from other parts of the country. So the mountain comes to Mahomet.

General Mills holds a series of regional stockholder meetings every two years. This year they will be in Los Angeles, San Francisco, Chicago, Buffalo, Boston, Washington, Minneapolis and New York.

The meetings, attended by hundreds of stockholders, are practically a road show. This year they include an animated film called "Mr. Winkle Returns" featuring a modern day Rip Van Winkle who discovers how much the company has changed in the last 26 years. A pretty girl home economist appears dressed as a Brownie to show the audience the firm's new brownie mix and other products. There are talks by officers, a question and answer period, and refreshments. There is no doubt but that this policy not only keeps stockholders happy but also helps sell merchandise.

Colgate Palmolive Co. has a good annual meeting where officers often get ideas from women stockholders about advantages or faults in products and in selling policies. Abundant samples are given away and more than one housewife carries off so much loot that she needs a taxi.

#### **Backing financial public through investment advisors**

One comparatively new method of reaching the financial public is through investment advisors, the analysts for stock brokers, banks and investment funds. Wall Street men may have lacked a good deal in actual knowledge of business 20 years ago and may have been superficial. I can assure you that today your average analyst is as keen a student of business as can be found.

The New York Society of Security Analysts, which I believe pioneered this idea, has luncheon meetings two or three times a week where presidents and top

officers of both large and small firms appear to describe the companies they run. There is hardly a meeting that does not produce news for the financial community and there are very few that do not build up the good-will of the company involved. I might point out however that it is a bad idea to send a representative to one of these affairs unless he wants to talk frankly. Lack of frankness can do more harm than good.

I may also say a few remarks about the financial press. I think that we have improved a good deal in the past decade or so just as business has improved. There may have been a day when reporters tried to bite presidents, and vice versa. Now most financial and business reporters want to get a story, but they want to get it straight and to understand what it means. It is a good idea to arrange for managements, who are afraid of reporters, if there are any such left, to meet the press. A lot of good-will for both sides should come out of it.

It is difficult enough to provide good financial public relations for a firm that enjoys good or at least adequate public opinion. It is however a real job, and often a lengthy one, to take a firm that has a black eye with the public and with the financial community, usually caused by some sort of management ineptness in the past, and to restore it to favor or at least to sympathetic understanding.

#### **The Celanese case**

I think one of the most notable jobs of this kind that I have seen was done on the Celanese Corp. over the last decade. Celanese was and is one of the biggest rayon makers. It is of course subject to the ups and downs of the textile trade.

It was founded and run by a great man of the old school, a European, with perhaps more inhibitions than even some of the old school American entrepreneurs. For reasons that are hard to pinpoint Celanese had an unhappy reputation in Wall Street. Bankers did not approve of the firm very much and stockholders were often disgruntled.

A new man was brought in charged with the task of improving stockholder relations. Bankers, brokers, newspaper men were interviewed and asked what the company had done wrong and how things could be improved. A policy of complete and frank issuing of information replaced a policy of reticence.

Once a year a large party was given for bankers and brokers and analysts. Officers of the company made talks and

*(Continued on page 41)*



# CONFERENCE CLOSEUPS . . .



Fred R. Jolly, Community Relations Manager, Caterpillar Tractor Company, Peoria, Illinois, and J. James Kaufman, Director of Public Relations, Ross Roy, Inc., Detroit.



Edmond C. Powers, Director, Client Public Relations Services, The Griswold-Eshleman Company, Cleveland, and Edward F. Baumer, Director of Public Relations, The Prudential Insurance Company of America (Western Home Office), Los Angeles.



James A. Rowan, Group Attitudes, Inc., New York; W. Everett McLaine, Director of Public Relations, United States Steel Corporation, Pittsburgh; J. Carlisle MacDonald, Assistant to the Chairman of the Board, United States Steel Corporation, New York.



Pendleton Dudley, Senior Partner, Dudley-Anderson-Yutzy, New York, and George Freyer, then Manager, Public Relations Department, Standard Oil Company (NJ), General Chairman, 7th Annual Conference.



Milton Fairman, Director of Public Relations, The Borden Company, and Editor, Public Relations Journal, and Woodrow G. Gatehouse, General Manager, Public Relations Society of America, both of New York.



Earl Newsom, Earl Newsom and Co., New York, and James W. Armsey, Assistant to the Chancellor, New York University, New York.



Don R. Cowell, Public Relations Director, Quaker Oats Company, Chicago, and Kernyn King, Director of Public Relations, The Texas Oil Company, New York.



Greta W. Murphy, Director of Public Relations, Milwaukee School of Engineering, Milwaukee, and W. Howard Chase, Selva, Lee & Chase, New York.



Richard W. Darrow, Vice President, Hill and Knowlton, Inc., New York, and J. Carroll Bateman, Assistant Chairman, Eastern Railroad Presidents Conference, New York.



Thomas F. Robertson, Director of Public Information, Eastman Kodak Company, Rochester, New York, and Thomas H. Trimble, Public Relations, Hooker Electrochemical Company, Niagara Falls, New York.



Muriel Wright, President Muriel Wright Associates, Toronto; Bruce Watson, Manager, Public Relations, General Foods Corporation, White Plains, N. Y.; and Mrs. Lee Kreiselman Jaffe, Director of Public Relations, The Port of New York Authority, New York.



George C. Frank, Assistant to the President, Erie Railroad Company, Cleveland, and Douglas Williams, Vice President Southwestern Bell Telephone Company, St. Louis.

# Building better public relations people . . .

*The Monday afternoon session at the 7th National PR Conference discussed building better public relations people — through better selection . . . better training . . . better professional self-regulation . . . and better experience exchange. The following is a full report of this session, of which Walter G. Barlow was chairman*

## THROUGH BETTER SELECTION . . . .

By Howard Stephenson, President, Community Relations, Inc., New York; Chairman, Division of Public Relations, School of Public Relations and Communications, Boston University; and Melva A. Chesrown, Vice President, Eldean-Bugli-Chesrown, Inc., New York; Chairman, Education Committee, PRSA



Howard Stephenson Melva A. Chesrown

### MISS CHESROWN:

The title of this session is indicative of a desire on the part of public relations to grow—and to prepare for future growth . . . to increase the effectiveness of its work . . . to build a better understanding of the function of public relations. These are all signs of health and maturity.

During the past three or four years there have been many surveys within the Public Relations Society of America. In each case the objective has been a clearer definition of public relations, a little more perception of the habits and backgrounds of the craftsmen in communications.

About a year ago the Society gave its Education Committee a job—to explore the possibility and desirability of developing a psychological group testing procedure. It was hoped that the assignment might accomplish several things.

It might provide the information necessary to correlate educational background with above-average public relations aptitude factors and furnish some clues for the educators. We might find out if there is a correlation in the favorable aptitude factors of PR professionals as opposed to a control group from other fields, in which case it might be possible to direct PR personnel to the specific

jobs for which they are best suited. It might help to define PR activities for PR people and build increased understanding on the part of others.

Howard Stephenson, who is now sharing his years of practical experience in the field with students in the School of Public Relations and Communications at Boston University, will report on the committee's work.

### MR. STEPHENSON:

We need better selection of public relations people for three obvious ABC reasons:

A. *To save money.* A misfit in public relations is an expensive investment. It takes months and sometimes years to find out whether a man or woman we have hired ought to be working for us or not. And that costs real money, in salary and overhead—money we can save by better selection. In addition to the money lost directly, a misfit can do irreparable damage to an enterprise, to its good-will, reputation, and efficiency.

B. *To achieve universal acceptance of public relations as a profession.* We still are far from this goal. Let's face it. Setting up professional standards, essential though that is, won't accomplish the whole job. We must get and keep people who can and will measure up to these standards.

C. *To replenish the leadership in public relations.* We are in competition with other professions and businesses for future executive talent of the best caliber. We should be doing something now about keeping the flow of talented future leaders running in our direction.

How can we accomplish these goals? Should we not employ every means at our disposal, to make better selection, screen out the misfits, and encourage people of promise; weed out more

promptly those who should not have been hired, select and promote more promptly those who can really grow? Let's recognize, and emphasize, that there is no surefire formula, no automatic brain that will relieve us of responsibility. We are not quite ready for Univac to do our thinking.

But there is a tool, the psychological test, that has established a long and impressive record in industry and education, and this may prove to be of real assistance in the screening and weeding process in public relations.

The Education Committee of the Public Relations Society of America has spent a whole year diligently investigating scientific means of screening. The Committee went about its assignment in the right way. Its members recognized that defining the work of a public relations man or woman is a difficult task at best. To establish norms for aptitudes and temperament in this field is a complex business.

But the Committee made a preliminary investigation. There is no intention to present the results as definitive or final. All we can say is that this work shows promise, and we believe the Society is justified in a further investigation on a much broader base.

The Committee called upon Personnel Laboratory, a competent, nationwide psychological service. It surveyed the results of seven years' experience by the AAAA. It examined the results of previous tests of public relations people.

Against this background, a series of 16 tests was devised, by adapting previously widely-given tests to public relations. Forty-three persons were subjected to these tests, which took a full day to administer in each case.

Candidates were examined in New York, Boston, Montreal, Philadelphia, Pittsburgh, Chicago and St. Louis. They were examined for aptitudes and temperament. All those tested received personal reports and employers received more detailed confidential reports.

What were these preliminary findings, these results of the pilot study? The tests were given to two classes of individuals—25 public relations practitioners and a control group of 15 engineers and executives, graduate students in public relations, people who want to start in without any special training (a random sampling of the average, fairly well-educated business man or woman, aged roughly from 25 to 50). This was a good kind of control group, for it enabled us to compare our professionals with others such as they meet in everyday business life.

Taking the above average scores, we get some interesting results even in this experimental pilot study. The professional public relations people, for one thing, score extremely high in social perception, in fact they show up 10 times as well as the controls. In verbal facility it was a landslide for them, too. They were almost two and a half times as good as the controls. So on down the line. In those areas where we know empirically our people have got to be good, they were good. They were 17% better in Learning, for example, 78% better in Idea Fluency, 50% better in Sales Judgment.

And so a pattern, or the adumbration of a pattern, began to form of aptitude trends among public relations people

as compared with others, that may indicate common occupational characteristics. If you cherish an idea that it takes a smart man or woman to succeed in public relations, these tests, tentative though they are, say you are right.

In fact, these returns indicate only two areas where the average intelligent business citizen may have the edge on us—number facility, in which the professional group was 22% lower, and discriminative judgment, in which they were 19% lower than the controls. Now remember, we are dealing here only with the percentages of above average scores in the two groups.

All these results taken together do indicate that the psychological test, this prop to subjective and sometimes prejudiced judgment, this supplement to such devices as the resumé record, the reference and the interview, may prove useful indeed in our task of better selection of public relations people. For we do want to gain those three ABC goals—save money, achieve acceptance as a profession, and replenish the leadership.

I suggest that in using this tool we proceed with caution and restraint, that we never consider testing as a *substitute* for our own thinking—but that we do not, with unconscious arrogance or smugness, discard it without further investigation, without accumulation of

much more data. And, further, if I may, I suggest that while we are in process of developing the scientific examination of others, we also pause occasionally, to turn the spotlight on ourselves.

MISS CHESROWN:

We must never forget that as practicing public relations executives, we have rarely submitted ourselves to the disciplines of specialized education, exhaustive research, probing examinations, enforced apprenticeship and other training measures.

In today's complex society, any group whose activities affect public interest faces two types of discipline. There are the disciplines that the group accepts voluntarily for its own good and the good of society. And there are the disciplines that may be imposed upon the group. Certainly we raise the level of our own public relations when we ourselves seek to raise the educational and technical competence of our own group.

A new PRSA committee to be known as the Personnel Development Committee has been established to carry on this work, leaving the Education Committee free to tackle other problems. In the meantime, I urgently suggest that each one of you try to learn as much as you can about all the tools available for building better public relations people, remembering that testing is only one.

## THROUGH BETTER TRAINING . . . .

By James W. Armsey, Assistant to the Chancellor; John Tebbel, Chairman, Journalism Department; Harvey Zorbaugh, Executive Officer, Communication Arts Group, all of New York University; and William P. Headden, Assistant Manager, Public Relations Department, Standard Oil Company (NJ), New York.



Harvey Zorbaugh, James W. Armsey, and John Tebbel.

MR. ARMSEY:

As educators, we have four questions to consider.

*First*, what, as the educators see it, are they trying to train people for when they give academic expression to a curriculum in public relations?

*Second*, what should the emphasis on basic studies be—liberal arts to the exclusion of the physical sciences, a balance, or what?

*Third*, to what extent can university training develop the skills called for in practical public relations endeavor? Or, put another way, what, if any, of these skills are teachable in undergraduate work, and what should be undertaken in graduate work only?

And *fourth*, from the educator's point of view, what information is most needed on the basis of which to make decisions on such questions as the above?

Now, these questions are all related, and we should like to discuss them pretty much as a whole. Perhaps the best way to get at them is to reverse them, that is, put question four first, and talk about the information needed by the educator.

MR. TEBBEL:

The need for information from the present practitioner is basic. This need



is recognized; the research committee is trying to find in its study for next year:

1. What PR people do year in and year out on the job,
2. What skills they are called upon to use,
3. Their own personal background, or how they qualified for the work they are doing.

Presently a large percentage probably come from the newspaper business or one of the related communications fields.

1. Is this what is needed?
2. Does it satisfy the practitioner himself, or does he feel he needs something else?
3. Is this kind of background all right for what the PR field would like to become, which we interpret from the current literature to be in the nature of professional status?

MR. ARMSEY:

To get at the problem, then, educators need to know not only what is the make-up of the present practitioner, but, equally important, the answers to two other questions:

*First*, are the public relations people interested only in getting and retaining clients (if they are counsellors) or being members of the staffs of corporate organizations (if they are permanently attached to one company)?

Or, *second*, are they really interested in improving the practice of public relations and thereby improving the standards and positions of their clients or companies?

If we can assume an honest desire not only to do a job, but also to do it on a constantly elevating ethical base, *then* we can begin to frame the kind of college curriculum we think appropriate in a planned program of education for public relations.

MR. ZORBAUGH:

If public relations is to be a profession, its practitioners must be genuinely educated men and women.

This requires (as other professions: medicine, law, teaching, have learned or are learning) that undergraduate education be deeply rooted in the liberal arts.

At the same time, I believe undergraduate education should be "pre-professional"—within the liberal arts it should focus on and stress the areas most relevant to later professional education and practice.

The foci I believe essential are:

1. Understanding society and its institutions—social science: (a) history—especially American history, (2) sociology, (c) economics—particularly the economics of American business, (d) political science, and also (e) anthropology—for the perspective it gives on our own society.

2. Understanding people—psychology: (a) if you were to offer a \$500 prize for completing the sentence, "I want to become a public relations counsel because . . .," probably 90% of your replies would complete it "because I like people"! (b) If not the *worst* reason for choosing a career in public relations, this is at best a wholly inadequate reason; (c) But public relations practitioners certainly need to know everything possible about "how people get that way," and why they feel, think and act as they do.

3. Communication: (a) English—the student can't have too much! (b) Speech; (c) Writing, writing, and more writing; (d) Journalism, especially news writing, is valuable here—there are few better exercises in observing—sifting facts—thinking straight to the point—communicating; (e) The undergraduate student should also achieve at least a speaking acquaintance with mass media other than newspapers—magazines, films, radio and television.

This third focus, communication, should contribute not only to the student's general education but also to helping both student and faculty to determine whether he has the interest and talent to go on in the field.

MR. ARMSEY:

Now this is a lot to cram into the normal four-year course, and we think the liberal background is far more important in these years than the techniques and skills.

Thus we are inclined to believe that:

1. Education for public relations, in the undergraduate years, should not be appreciably different from the traditional liberal arts pattern, and that
2. The main emphasis looking toward public relations practice should come in a graduate program.

MR. TEBBEL:

To help public relations most, the graduate program could do the job it is designed to do in most cases:

*First*, to permit the student to spe-

cialize in his own further personal development, at a more advanced age, after having had time to digest some of the material he has picked up in the stimulating experience of learning, and after having had a chance to determine more clearly his own inclinations and aptitudes, and

*Second*, to carry on research into the aims, needs, and methods of public relations—a kind of knowledge and a fund of information sorely needed in the present stage of the development of public relations.

MR. ARMSEY:

Thus, somewhat rapidly (because of the time limitation Mr. Barlow has set), we have come full circle, from the need for more information to the need for more information.

If you accept the assumptions we have made, and if you accept the line of thinking we have developed, then it is clear that the present practitioners of public relations share with the educators a responsibility for producing public relations people and for upgrading the standards and the ethics of public relations practice.

MR. ZORBAUGH:

The educator's responsibility, plainly, is to afford the student not only the opportunity to master essential knowledge and skills, but the opportunity to *master* them in a climate of honesty, integrity, and professional responsibility, to the end that standards of ethical conduct are ingrained in the character of every graduate of whom an educational institution says—"This person is ready to practice public relations!"

MR. TEBBEL:

The responsibility of the present practitioner is also clear:

*First*, to make information about himself and his practice available so that the educator will not have to operate in a vacuum,

*Second*, to take part in formulating and implementing the public relations programs of educational institutions, that is, to share his knowledge, wisdom, and time, and

*Third*, to believe firmly that the standards of public relations practice need to be raised and can be raised, and be willing to do something about it.

(Continued on page 26)





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For the social sciences session, the crowded Grand Ballroom of the Roosevelt was set as a theatre-in-the-round, with spotlighted speakers surrounded on four sides by audience participants.

## Forming and changing attitudes of people

*A summary of the Tuesday morning "discussion-in-the-round" devoted to techniques and methodology in forming and changing attitudes of people.*

**T**HE WHOLE SUBJECT OF attitudes is important to public relations people. Many of their campaigns are based on the premise that mass attitudes can be changed. In others, the object may be to really live with firmly established attitudes. In this case, it is important to know the history of such attitudes—their origin, formation and, in the long-term perspective, whether they are subject to change. This, of course, is the public relations concern . . . On the other hand, social scientists are interested in public relations and advertising and market, too, because these business arenas represent a kind of crucible or testing ground for many of their established theories . . .

Opening the discussion on "Forming and Changing Attitudes of People" with these words, James M. Vicary, head of the marketing research firm James M. Vicary Company of New York, introduced the panel of five leading social

scientists and four public relations representatives.

The social scientists were: Dr. Bernard Berelson, Director, Behavioral Sciences Program, Ford Foundation, New York; Dr. Johnson Fairchild, Social Geographer and Head, Formal Adult Education, Cooper Union for the Advancement of Science & Art, New York; Louis Harris, Political Scientist, New York; Dr. Warner Muensterberger, Lecturer, New York State University, Medical Center at New York, Department of Psychiatry, and the New York Psychoanalytic Institute, School for Applied Psychoanalysis.

The public relations panelists were: William A. Lydgate, Partner, Earl Newsome & Company, New York; J. Stanford Smith, Manager, General Public Relations Services, General Electric Company, New York; Franklyn Waltman, Director of Public Relations, Sun Oil Company, Philadelphia; and Ed-

mund S. Whitman, Director of Public Relations, United Fruit Company, New York.

The difference between attitudes and opinions was established early in the session. Dr. Harrower pointed out that since attitudes date back to earliest childhood, they are deeply fixed and emotionally ingrained. As a result, they are less subject to change. Opinions, on the other hand, have a larger intellectual component and therefore can be changed relatively easily if proved to be based on erroneous information. The implication of the discussion was that like the clinical psychologist and the psychotherapist, the public relations worker should have a good understanding of the environmental, socio-economic and cultural attitudes of the public groups with which he is dealing and whose attitudes and opinions he seeks to influence.

Dr. Muensterberger noted that the "do's and don'ts" of conduct are learned from infancy, and that they differ from culture to culture and from country to country. Full understanding of the customs and habits of native groups could help the United Fruit Company's public relations in Central America, he told Mr. Whitman. But in seeking to change basic attitudes, particularly in areas where the old social organization is disintegrating, it is necessary to come up with positive constructive ideas to take place of the old ones, or trouble may develop, he said. All individuals are conservative and don't like to make a change, unless they are without roots, he pointed out, adding that those without roots will grasp at anything offered.

Commenting on the "opinion leader" theory of influencing public opinion, Dr. Muensterberger cited the New Yorker advertisement in the November issue of the Public Relations Journal. The advertisement read: "The New Yorker sells to people other people follow." The significance here is that leadership can be employed effectively to show people how to behave, what to do, what direction to take, he said. But to win a following, he added, the leader must be able to convince the public that he is trusted and he must show that his appeal is an honest one.

Dr. Fairchild put heavy stress on the importance of the environmental prob-



Dr. Fairchild (left): "One of the major facets in this influencing and formation of attitudes and public opinion is certainly the environmental problem."



Dr. Harrower (center): "Opinions contain more of a changeable intellectual component, whereas attitudes are emotionally engraved."



Mr. Harris (right): "The most important change in attitudes isn't the degree to which you can get large numbers to switch, but rather a crucial public which might switch and be decisive."

lem in the influencing and formation of attitudes and opinions. But there are other difficulties too, he said, such as those stemming from "egocentric errors of interpretation," the ever-alert defense of own ego. Another factor is the "static concept of relationships," he added, pointing out that "much of our thinking is static and we don't like to change" from ideas we have learned to accept.

Environment is a most important factor in community relations, Dr. Fairchild said. As an example, he noted that people who live in a coal mining town have, because of their natural environment, certain well fixed attitudes "about the unions, the big company, the smoke and working hours." These attitudes can't be changed quickly, he said, but

an education program would prove helpful—providing the company involved took effective steps to improve conditions also.

Dr. Berelson pointed up the problem of subtle differences in the attitudes of individuals, noting that people who are conservative in one area of life are not necessarily conservative in other areas. Citing the Kinsey report, he pointed out that although higher-income groups are more conservative in political attitudes, they are more liberal in their sex behavior. On the other hand, lower income groups are more liberal in politics but more conservative when it comes to sex.

Dr. Berelson also pointed out that political attitudes and opinions have strong roots in social groupings. Com-

menting that it's virtually impossible to change certain attitudes among individuals belonging to a homogeneous political or social environment, he said that such people feel most strongly about their vote and their politics, and follow campaigns very closely. The phenomenon is, he noted, that the people who pay the most attention to political campaigns are precisely the ones that can be influenced the least.

"The ones who can be influenced most are those under 'cross pressures,' the members of social groups which aren't homogeneous, who have a foot in each camp or several reasons to be in each camp," he said. "Though most susceptible to change, these people in the middle are the least interested in politics . . . and there are whole segments of the population that don't care one way or another who is elected."

In discussing the recent election, Mr. Harris, the political scientist, said he found that a change on the part of less than 1 per cent of the electorate would have produced a different election result in some areas. This pointed up the fact that "the most important change in attitudes isn't the degree to which you can get large numbers to switch, but rather a crucial public which might switch and be decisive." This is particularly true in politics, but it also can apply to certain public relations activity areas as well, he said. Mr. Harris also called attention to the fact that political identification need not completely govern the political behavior of the individual. As a case in point, he noted that although the Negro group is 4-to-1 Democratic, it is probably the most isolationist group in the country when it comes to foreign policy. • •





# Simultaneous workshops provided for special interest areas

**H**EAVY ATTENDANCE was recorded at the nine workshops which comprised the afternoon program for the second day of the 7th Annual National PR Conference, with approximately 500 members fanning out after luncheon to nine different meeting places.

Each workshop was presided over by a chairman, assisted by a panel, with discussion from the floor providing the audience opportunity for a question period after the panel presentation. Following are summaries of the discussions:

**PRESS RELATIONS:** Chairman—William W. Cook, Partner, Pendray & Co.; Panel—John G. Forrest, Financial and Business Editor, New York Times; Richard L. Waddell, Management Editor, Business Week; Kerry King, Director of PR, The Texas Company; John E. Sattler, Eastern PR Manager, The Ford Motor Co.

As chairman, Mr. Cook set the stage for the session by stressing the urgent need for a better mutual understanding on the part of press and public relations people of their requirements, objectives and problems.

Mr. Forrest urged in his opening remarks that (1) public relations men make a special study of all publications they deal with; (2) that they give careful consideration to the timing and routing of stories; (3) that they maintain a strict integrity in their relationships with editors. "A study of the style and requirements of the newspaper you want to run your story in is as important as the study of your client," he said. "A failure to make this study is often the reason why your material is not used. Study your market."

"One thing we cannot tolerate is a broken promise," he stated in discussing the need for integrity. "When we are told that a story will break, we schedule our space accordingly. We editors are under pressure, also, to maintain the quality of our work and our integrity. A big part of your job is to sell management on the integrity of PR and of the editor. I sometimes think that every company president should have been at one time a newspaperman."

In dealing with the PR side of the PR-Editor relationship, Mr. King of The Texas Company outlined some of



Most heavily attended session was the one on press relations. Pictured above, left to right, are John E. Sattler, Eastern Public Relations Manager, The Ford Motor Company; Kerry King, Director of Public Relations, The Texas Company; William W. Cook, Partner, Pendray & Company; Richard L. Waddell, Management Editor, Business Week; John G. Forrest, Financial and Business Editor, The New York Times.

the difficulties encountered by the PR man in doing his job and asked for more understanding on the part of the editor. "Our managements are not always aware of the mechanics of the job we are doing," he pointed out. "You can be assured that we are doing our best to educate them and that we understand our obligation to give the facts in a straightforward manner. In rendering this service to the press many PR men work mighty hard, taking great pride in their job."

The press too must live up to its obligations, he said. Newspapers should not slant their news stories, should stop to check their facts more carefully, should make only the most necessary demands on management's and PR's time, he said.

Mr. Sattler of the Ford Motor Co. also called for fairness on the part of the press in dealing with PR men. "I have found newspaper men to be fair for the most part. But there have been unhappy exceptions," he said. He opposed Editor & Publisher's recent criticism of public relations press receptions, saying that "this is our way of extending hospitality to the press."

The question and answer session brought forth considerable discussion on the subjects touched on by the speakers. In answer to a question on press conferences, Mr. Forrest said while he did not object to them he certainly objected

to their being held in the afternoon when his department was busy getting out the paper. In regard to press junkets, Mr. Waddell said he had found them valuable at times, provided there was a story involved. He then asked the audience whether publicity was the most important measurement of the PR man in selling his function to management. There was an echo of "no's" from the audience. Mr. King explained publicity's role in the full scope of public relations.

**BETTER SPEECHES—A PUBLIC RELATIONS OPPORTUNITY:** Chairman—Dwight Eckerman, executive director, Economic Club of New York; Panel—Paul F. Burns, manager, speech service department, The Ford Motor Co.; George B. Finch, vice president, The Jam Handy Organization; Holcombe Parkes, vice president and director of public relations, Benton & Bowles; G. W. Johnstone, director, radio & TV public relations, National Association of Manufacturers.

The panel considered six major areas of the subject: (1) Building a speech program; (2) the Speech and the Speaker; (3) Use of visual aids; (4) Radio and TV; (5) Exploiting the Speech; (6) Dividends. Mr. Eckerman set the tenor of the meeting with a brief introduction of the subject designed to place the speech in proper perspective as a public relations tool.

Mr. Burns said a speech program is

an important way for the company to have its objectives made known and that failure to utilize an opportunity for the company to speak through one of its officers is the company's loss. He pointed out that other interests, such as labor and farm groups, seem never to pass up such opportunities to present their viewpoints.

Speeches, generally, he said should have the goal of building up the character of the individual and the company. A speech, fitted to the speaker and his audience, will redound to the company's favor.

Burns stressed, as did the panelists who followed, the importance of planning a speech so that the right man is making the right speech to the right audience.

Holcombe Parkes said that the contents of a speech should never carry beyond the recognized sphere of the speaker's experience and should be tailored to the specific audience. He warned against trying to cover too much ground in any one speech, the net result being that the audience carries nothing away.

In dealing with the delivery of a speech, Mr. Parkes emphasized the need of tailoring the speech to the capabilities of the speaker. The delivery, he said, should be as short as the time needed to cover the subject. Every speech should be framed so it has a purpose, a theme, a corporate idea to leave with the audience.

It is often necessary to coach the speaker, Mr. Parkes said, and one of the best methods to assure good delivery is

to have the speaker read the speech five times, no more, no less. It seems that five times is the number of times established by trial and error as best.

George Finch gave his portion of the panel presentation in these ten points:

1. Choose a subject your speaker can handle. "Unless he is a good raconteur, don't try to be funny," he warned.
2. Get the speech written or rewrite it from the audience standpoint.
3. Support the speech with visual aids easy for the speaker to use.
4. Keep it dignified.
5. Let the audience see what the speaker is saying.
6. Show the audience what he is telling them, especially when he is talking about a subject totally unfamiliar to the audience—through visual aids.
7. Make the whole program easy for the speaker to rehearse.
8. Try by some means to get the speaker's personality into the speech.
9. Recognize timidity and fear in the speaker and try to ease the strain of making a speech.
10. Get the speaker rehearsed in the speech and the use of visual aids.

G. W. Johnstone spoke on the opportunities of radio-TV. He said it has been all too common for executives to shy away from radio and television even though they can, through this media, project their company's story to vast audiences.

To break down this barrier, he sug-

gested indoctrination and education of top management to radio and television, and efforts to acquaint them with the jobs of the people in these media.

Pointing out that every speaker is, in effect, in "show business while he's speaking," Mr. Johnstone analyzed the various techniques used before the microphone and the TV camera which help to get the personality of the spokesman over to his audience.

\* \* \*

**PRINTED MATERIAL:** Chairman—Robert M. Snibbe, vice president, Good Reading Rack Service, Inc.; Panel—Robert G. Pearson, Manager, Publicity & Information Division, Shell Oil Company; S. H. Roberts, Supervisor, Production and Distribution Division, PR, Shell Oil Company; Robert Anderson, account executive, American Direct Mail Co.; Robert Benbasset, President, Woodrow Offset Co.

The four interrelated elements in printed matter, according to panel chairman, Robert M. Snibbe, are conception, execution, production and distribution; and any one of them, he said, if improperly handled, can ruin the desired effect.

Although there are a few examples of printed material, such as the Bible and Lincoln's Gettysburg Address, where the words alone are so powerful that they need no window dressing, conditions today are somewhat different. Competition for the reader's attention is staggering. Anyone considering the use of printed material today is bucking the greatest traffic jam of would-be communication in history, Mr. Snibbe said.

"So, for our carefully chosen words to reach the minds of our intended readers, the material must be attractive enough to get by the 34-point dot of black space that is the pupil of the eye, it must be powerful enough in convincability to change people's minds, and it must get to the right people at the right time," he added.

Mr. Pearson, discussing the *conception* of printed matter, outlined four points to be remembered by anyone contemplating its use. Decide first, he said, *who* you want to talk to; then define your objectives—*what* you want to say; next, find out the *best* way to say it in print; and finally, call in *experts* to help you achieve your objective.

Regarding the *execution* of printed matter, Mr. Roberts stressed the need for knowing the technical aspects of printing production and described dozens of aids, tips and tricks to assist anyone in handling this phase of the job.

Section of a typical capacity audience—listening to the panel on better speeches.



*Production* expert, Mr. Benbasset, talked about many of the important points to remember in seeing a job through the complicated processes of putting ink on paper and the necessity of seeking the advice of experts.

Finally, Mr. Anderson outlined some of the many ways of getting printed messages to the right people at the right time.

\* \* \*

**EMPLOYEE RELATIONS:** Chairman—William Scholz, Supervisor-Publications, General Electric Co.; Panel—Seth N. Baker, Manager of PR, Sharp & Dohme Div. of Merck & Co.; Robert M. Creaghead, Senior VP, Group Attitudes Corp.

Opening the presentation, Mr. Scholz pointed out that employee relations is a broad field calling for expert knowledge and techniques in areas not commonly considered to be part of the public relations function. But since the employee public is perhaps the most important one to be considered in implementing an overall public relations program, PR practitioners, he said, must be familiar with the problems and methodology in areas such as wage administration, union relations, health and safety, personnel practices, etc. PR skills are increasingly being sought after and employed in the solution of employee relations problems, he continued, citing dramatic examples of cost reduction, increased employee cooperation and improved safety records accomplished by means of PR techniques.

The most important objective in communicating with employees, Mr. Baker said, was to create awareness of the vital service the organization performs and then to encourage employees to identify themselves with the organization and the service. Citing a number of techniques employed, Mr. Baker stressed that effective communication with employees must be two-way communication and that management must sincerely and conscientiously take employees into its confidence on matters affecting the business and the employees' jobs.

The final panelist, Mr. Creaghead, sharpened the focus of the discussion by relating how effective communication has been applied to help management achieve its objectives in certain critical employee relations situations, such as strikes and plant moves. Using the case history approach, he recounted how a particularly bitter eight-month strike

was settled when both management and union were made to see that their areas of agreement were very much larger than those of disagreement. He recommended that PR people make more use of "role playing," looking at the problem from the point of view of the group to be influenced, when planning PR programs.

Summing up, Mr. Scholz said that effective PR activities in connection with employee relations seemed to have these common features: isolation of the problem and fixing of an objective; prior planning with PR thinking being cranked in at the very inception of the program; program planning with the foremost consideration to objectives, audience and results desired; and appraisal of results in terms of action obtained.

\* \* \*

**PR ADVERTISING:** Chairman—Marvin Murphy, vice president and director, public relations department, N. W. Ayer & Son, Inc.; Panel—Allan M. Wilson, vice president, The Advertising Council; William D. Patterson, associate publisher, The Saturday Review.

Three types of public relations advertisements were cited by Mr. Murphy, at the opening of this workshop: (1) Institutional, which explain some aspect of a company's activities, such as research or engineering; (2) Public interest, which help to illuminate the American free enterprise system or the American way of life; and, (3) Public service, which promote action in solving problems of the community, state or nation.

Awards for public interest advertising campaigns made annually by The Saturday Review were explained by Mr. Patterson. "It is our belief that such institutional advertising is helpful in making private enterprise work," Mr. Patterson said. "Forthright, factual public relations advertising establishes sponsors as having vision and as being good citizens of the community and the nation."

All advertising campaigns conducted by The Advertising Council must be clearly in the public interest and free from any element of controversy, Mr. Wilson declared. He said that the Council's board of directors and public policy committee select campaigns which protect the welfare of the American people, which benefit an important segment of the public such as the campaign for Negro colleges, or which are in accord with Federal law or policy. The Council

handles about 16 major campaigns a year and extends help on many others.

Mr. Wilson paid tribute to the nation's newspapers, magazines, radio and TV stations, outdoor advertising organizations and car card distributors for contributing space and time of great value for the Council's campaigns. He also credited the many advertising agencies which have served as volunteers in creating the advertising.

There have been substantial tangible results from the Council's campaigns, Mr. Wilson added. The nation's accident rate has been substantially reduced, man-made forest fires have dropped some 60 per cent, the Ground Observer Corps has been built from a small group to some 3,000,000 volunteers, while the campaign to sell U. S. Savings Bonds has been an important factor in helping to stem inflation.

Among the many questions asked of the panelists was one relating to the dividing line between public relations advertising and selling advertising. The answer was that public relations advertising must clearly serve the public interest but, it was added, such advertising also may serve enlightened self-interest. That is, public relations campaigns should directly serve the public interest but they also may have a potential tie-in value of benefit to the sponsor.

An example was given of the Crown Petroleum Company which in an experiment substituted public service advertising for its direct selling campaigns. Business was found to have increased 70 per cent in eight months as a result.

\* \* \*

**GOVERNMENT RELATIONS:** Chairman—James P. Selvage, Partner, Selvage, Lee & Chase; Panel—William H. Mylander, Administrative Assistant, PR Department, E. I. du Pont de Nemours & Company, Wilmington, Del.; George B. Bryand, Chief of Washington Bureau, McGraw Hill; Arthur G. Newmyer, Jr., Arthur Newmyer & Associates, Washington, D. C.; William H. Doherty, Hawaiian Sugar Planters' Assn., Washington, D. C.

All members of the government relations panel, moderated by Mr. Selvage, were former Washington correspondents. In their presentation of the subject, amplified in the open discussion which followed, the following points were generally agreed upon as fundamental to Washington activities:

1. That a public relations approach is the best approach in Washing-

(Continued on page 32)



YOUNG PEOPLE ARE EASIER TO SELL THAN OLDER PEOPLE



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## BUILDING BETTER PUBLIC RELATIONS PEOPLE — (Continued from page 18)

MR. ARMSEY:

And, finally, to believe that the university is the place where these things have the best chance of being done, and to help support the educational effort, both morally and financially.

MR. HEADDEN:

My assignment is *better training for public relations people in industry*, based on experience of the company I work for.

Standard Oil Company (New Jersey) is a holding company. Its function, reduced to simple terms, is to counsel, assist, and coordinate the activities of, a large number of operating companies around the world. Jersey Standard owns all the stock of some of these affiliated companies, and a part interest in others. Some of the companies are large, some are small. Some engage in all branches of the oil business, some in only one or two. In varying degrees of importance, each has its public relations problems. In about 40 of them there are organized public relations departments.

Since the financial return to its shareholders depends on it, the holding company is naturally very much concerned with the successful operation of the affiliates. Among other things, this means that each of these companies must enjoy public confidence and acceptance. Moreover, as one of the large American companies, the parent itself has a great public obligation, and therefore has a sizeable department to handle its own public relations matters as well as to guide and assist the affiliates in theirs.

Some of our best public relations men, of course, aren't in our public relations departments at all. They're in top management, shaping the policies and making the decisions that are at the root of sound public relations. But to do our *strictly* functional PR job, we employ about 35 staff people in the parent company and about 380 in the affiliates.

Our people fall into two general groups: those who are specialists in one or more phases of public relations work, such as journalists or writers, and who have come to us with little or no knowledge of the oil business; and, those who have a long background in the oil in-

dustry, and perhaps a flair for public relations work, but no real public relations experience. We find that we need both kinds for a well-rounded operation and that each profits from the other.

In the average year several new people join the PR staffs of our group of companies. Many of them come from within, where they may have been in sales, research, producing, or refining. Others are from the outside—newspapermen, teachers, or even, surprisingly, public relations men! Sometimes we get a promising youngster or two, not long out of college.

It seems important to us that everyone new to our public relations work should have a sound if not detailed knowledge of company organization and operations, of basic company policies, and of public relations techniques.

We make full use, of course, of the regular employee training courses conducted by the companies for general orientation and indoctrination purposes, but in addition we have found that a specialized public relations training course helps give new PR employees the specific tools and knowledge they need and acquaints them more fully with the economic and social philosophy of the organization.

We give these training courses almost every year. They comprise a series of lectures, discussions, office visits, and field trips, altogether covering four to five weeks.

Because of the international character of our organization, the courses have a decided United Nations look. This fall, for example, our twenty-one trainees were from affiliates in the United States, Canada, Australia, New Zealand, England, Netherlands, the Philippines, Japan, Indonesia, Peru, Venezuela, Colombia, Lebanon, and Germany.

We set the stage for our course by having a member of the board of directors discuss top management's views on public relations. This impresses the trainee with the importance attached by the company to our work. Then we cover quickly, and in a general way, the Jersey organization and that of the parent company's public relations department.

A concise picture of the principal phases of our business—exploration, producing, transportation, refining and marketing—is presented by the staffs of the departments concerned. Then come

discussions of stockholder, employee and government relations; and of industry and company economics, by the company executives responsible for these functions.

After this general background, each phase of a public relations department's activities is examined in detail by a member of our staff.

We discuss public opinion surveys, review data from recent company surveys, and develop the significance of such surveys in developing a public relations program.

Two days are spent visiting refineries, laboratories and offices of our nearby domestic affiliates. These companies deal to a considerable extent with community relations problems and are of particular interest to our trainees, whose companies also have many problems in this field.

Following this, a week's trip, usually to Louisiana and Texas, breaks the monotony of New York and serves to introduce the trainees to oil industry operations which many of them have had little or no opportunity to see—oil fields, pipelines, over-water drilling, natural gas plants, and so on. It also permits them to see some of our country and its interesting cities, such as New Orleans, and Houston. On the way home, they visit Washington, see its points of interest, and learn something of the United States government from our public relations counsel there.

The last day is given over to a critical evaluation of the course. The observations and recommendations made at this time help us to improve future sessions.

During the course, our visitors are entertained frequently in the homes of our staff members and they seem to consider these visits among the most important part of their American experience. There appears to be no better way to demonstrate to them the warmth and friendliness of Americans, and to give them appreciation for the American way of life.

What do the courses achieve? Well, we think they help our new public relations people in all lands to understand more clearly the factors determining the basic policy decisions of the company, which in the remoteness of their *own* operations, may otherwise be hard to grasp. They have provided a grounding in public relations practices and techniques. They have bred a familiarity



Wm. P. Headden

with the organization and its operations, and they have developed warm personal friendships among colleagues who might otherwise remain only names on correspondence.

In addition to our formal training courses, we try to take advantage of any opportunity to broaden the knowledge and experience of our personnel. When a major public and government relations problem developed in one of our European marketing companies, one of our top people was designated to assist locally. His five weeks' stay overseas not only helped the affiliate solve its problem but gave him an intensive indoctrination in European marketing policies and practices that would be difficult to obtain in any other way. It has proven most valuable in dealing with problems that have arisen since. Such associations are also valuable in building the confidence of our affiliated companies' managements in our public relations people.

From time to time, we loan our personnel to work on regular assignment with the affiliated companies. Opportunities for on-the-job training are also offered in our department for people from the affiliated companies. When feasible, we rotate personnel within our department itself, and this has proven effective as a means of widening experience and usefulness.

Public relations *conferences*, too, are valuable from the training standpoint. These are held at different places around the world at more or less regular intervals for staffs and managements of parent company and affiliates. They provide a forum for discussion of current projects and problems, and an opportunity to explore new developments in the public relations field. Thus, many of the staff members learn about activities with which they are not normally associated and top management is exposed to what amounts to a brief but intensive course in public relations.

## THROUGH BETTER PROFESSIONAL SELF-REGULATION . . . .

By Charles B. Coates

Coates and McCormack, Inc.



Charles B. Coates

Our text for today comes from three sources: (1) A jury of our peers (2) a magazine editorial and (3) the recent revelations of Marx.

Take Marx first. Groucho was recently confronted by a beautiful quiz contestant who described herself as a "public relations counsellor." Pressed for details, she explained that she goes from town to town showing ladies how to wave their hair with a certain preparation.

Take next the editorial by Reginald Clough in the November 6 issue of *Tide*. He cites recent instances in which the term, "public relations," has been eschewed as though it were a naughty word by certain corporations, organizations, and, of course, always the federal government.

As a friendly Dutch Uncle, Mr. Clough puts it up to PRSA to dispose of this problem. In fact he refers to us as "the only professional group" able to deal with this question. He goes on to say: "It (PRSA) needs to enforce and (if necessary) improve its code of ethics

for PR people. It should encourage the good members and throw out the others, before they know what has happened (and before they can mobilize to prevent it)." And further: "Let the PRSA tackle the matter right and it will set an example—in the best public relations sense—for all other trade associations to follow."

On the first score, I am happy to report in behalf of PRSA's Committee on Standards of Professional Practice that a new and greatly improved code of ethics has been evolved and approved.

The new code has the merits of brevity and lucidity. It cordially invites further improvement. This is important. Some of its provisions may yield to interpretation and enforcement by the Judicial Council. Others leave large grey areas of conduct open to question so completely that they could not possibly be "enforced" by an army of archangels.

This raises a question: Are we, or will we ever be, an enforcement agency in the accepted sense of the word? Are we, as a matter of fact, a "professional group," a "trade association," or, as some would have it, a band of witch doctors, or a marching and chowder society? We say we are a profession but

do we believe it and is it a fact?

This brings us to the jury of our peers. A little group of men of real stature in public relations were recently surveyed. They were asked these questions: (1) How do you commonly reply when new or casual acquaintances ask what you do for a living? (2) Under closer questioning ("What is that?"—"How do you go about it?"—"Oh, I see . . . publicity . . . advertising") what do you say? (3a) Do you think that, on the whole, public relations has begun to assume any of the characteristics of a profession? (3b) Do you regard your own activities as primarily "professional" or "commercial?" (4a) Do you think the time will come within the foreseeable future when public relations will become an organized and recognized profession, like medicine and law, with legally prescribed standards of education and professional conduct? (4b) What, if anything, do you think can and should be done now to improve the standards of, and gain recognition for, public relations?

Now about the men themselves. Half are consultants, half company executives. They represent at least 257 years of collective experience in public relations. Their total annual incomes are a thing of beauty and a joy forever to the Commissioner of Internal Revenue.

Now for their replies. How do they answer when casual acquaintances ask them what they do? Five say "I'm in charge of public relations for the X—Company." Three say "I'm a public relations man." Two simply mention their own firm's name. One says "I'm in the public relations *profession*" and one says "I'm in the public relations *business*."

Under closer questioning, seven give detailed explanations; two give quick, pat definitions; two don't try to spell it out at all; and one gives a brief example from his recent experience.

Do they think that public relations has begun to assume any of the characteristics of a profession? Six give an unqualified "Yes." Three give a qualified "Yes." One gives an unqualified "No," and two say "No," with reservations.

What about their own activities? Seven consider their work "primarily professional." Three say they are "purely professional" and two say "non-professional."

Do they, in the foreseeable future, envision public relations as an organized and recognized profession, like medicine or law, with legally prescribed standards of education and professional conduct?



Four say "No." Six "hope not" or "doubt it." Two say "Yes, it must come soon."

Now for the big one: What, if anything, do these men think can and should be done now to improve the standards of, and gain recognition for, public relations? A total of approximately 18 different suggestions were offered. Several recurred with frequency. One predominated overwhelmingly. Roughly paraphrased, it is this:

*"Do the best and most honest job we can in our own work and in our daily lives."*

But what, more specifically, are the suggestions which concern us as members of PRSA? Well, boiled down, here are the points which seem best worth considering:

1. Go on doing what we're doing; do more and do better the things which encourage the recruitment and training of good people; the support of educational projects for improving our own knowledges and skills; the effort to define and adhere to certain standards; the encouragement of public service, and the exchange of information. All these activities have received tremendous impetus during the past year. (As a side-light, let's give extra emphasis to the exchange of information. That is one point on which the attitudes of professions and trade associations have differed traditionally since the days of the medieval guilds and long before.)

2. Increase awards and recognition for demonstrated ability, integrity, usefulness, and public spirit. In this connection, consider special categories of membership for acknowledged eminence.

3. Consider upward revision of the standards of admission to PRSA. For example, the New York Chapter Admissions Committee has considered the clean-cut elimination of the associate membership, making five-year active practice a basic requisite. The suggestion points to a principle well worth pursuing. Certainly there is today a lack of the disciplines and obligations—or even the indoctrination and initiation—which one normally associates with membership in professional societies.

4. Keep everlastingly after this question of definitions until we finally get it by the scruff of the neck. One way might be to begin to define "malpractice" to which the new code refers in Point Five.

Summing it up, the objective is still the same as that which actuated the

formation of PRSA in the first place: Do everything possible, by deed and by word, to make the name mean something. Incidentally, there seems to be a tendency among us to shrink from idealistic pronouncements. This is better than hypocrisy but it is something short of conscious dedication—which is, after all, the essential source of sincere effort.

In other words, let's nail a high flag to the masthead and then, with all our faults and failures, know that we were trying for something really good. Let's be willing to fight for certain principles and willing to fight those who demean or betray them. We shall be poor custodians of our own ideals if we fear to acknowledge or announce them.

This takes us back to the first and

most important finding of our jury. This tells us to look into our own hearts and minds. Isn't the very essence of public relations the creation of good-will and understanding among men and groups in order to make a success of a free society in a free world threatened by totalitarian destruction?

"Professional," going back to its Greek origin, implies the proclamation of a calling having special value to society and to man. Good-will and good citizenship are the needs we will meet if we are true professionals. As long as we, as individuals, remember that principle and make it live, we need not fear the future. There is no expedient. There is no other path to a place in the sunshine of public esteem. • •

## THROUGH BETTER EXPERIENCE EXCHANGE . . . .

By Burns W. Lee

Senior Partner, Burns W. Lee Associates  
Los Angeles, Calif.; Chairman,  
PR Reference Roundtable, PRSA.



Burns W. Lee

Cesare Borgia said, I know no difference between buried treasure and concealed knowledge. Yet it is almost as necessary to know other men as ourselves. Even

though we as individuals are not permitted to know all things . . . It is not the quantity, but the quality of knowledge which is valuable. And it is well for each one of us in this profession to know as much as he can because knowledge brings thinking to practice. Practice increases knowledge."

Last year the Public Relations Society of America set up a service called the Public Relations Reference Roundtable, based on an idea which is now being tested in the Western region. Basically the idea of thinking behind the PR Reference Roundtable is to assist members of the Society with particular problems. In our test we have established basic categories but we hope if the test proves successful that we will be able to expand the services to include all phases of PR.

The idea for the Public Relations Reference Roundtable is not new. It has been used successfully in such professions as medicine, law and education. The Direct Mail Advertising Association has used it with a great deal of suc-

cess in educating and improving professional operating standards in that organization. Medicine and law have used the idea to establish an interchange of information so that these professions can be updated and protected. Other professions have found that the exchange of experience is valuable to a great degree.

Forty-one unselfish individuals in the Society, ranking experts in their particular fields, have consented to open their store of experience so that others may profit and in profiting do a better job which will have its effect on improving the quality of the profession.

As an example of what I'm speaking of, let's consider me as owner of a PR firm. On my staff I have people of varying degrees of experience. When faced with a particular problem I generally call a staff meeting hoping that out of such a meeting a solution to the problem may be reached. Sometimes it is . . . sometimes it isn't. In the past when unable to arrive at an answer, I have been able to call on my friends who might be able to advise me. In talking to that person or persons I usually end up getting the right solution or finding out where I can go to get it. It is inconceivable that in this day and age any practitioner can be *expert* on all phases of public relations. I might for example be well qualified in community relations but wholly lacking in knowledge as to

how to go about solving a problem in the industrial relations field. But if I, as a member of the Society, have at my disposal one or more top people in the field that I can try the problem out on, in nine out of ten cases the pitfalls can be avoided and operating standards maintained.

As you can well imagine, people on our committee have great faith in the experiment now being undertaken. They feel that out of it the area of operation can be defined and refined to show us the way for future activity with regard to how we can meet the problem of offering a real service to our members.

PRSA has set up this experimental Reference Roundtable for two very good reasons: (1) to help the individual public relations practitioner obtain the thinking of his compatriots on a given problem, and (2) to help better establish the growing position of public relations. If each PR man does his job in excellent fashion, the entire cause of public relations generally is that much better established, that much more solid. And if the individual PR man solves a problem with the aid of some of the best thinking in the profession, then the profession achieves more of the recognition it rightly deserves—and is only beginning to receive.

The Reference Roundtable is now an exclusive service to PRSA members in the Western Region. It is still an experiment.

Briefly, panel members are available for three specific services:

(1) To provide a critical review of programs, projects or material which *already have been developed*.

(2) With the help of PRSA national headquarters, a reference library

containing case histories, source material, facts and figures is being set up for members in the test area.

(3) Panel members will also be available to suggest to Society members how they may find information and data needed on particular PR subjects.

Seven categories of public relations activities are included in this Reference Roundtable service—and others probably will be added from time to time. These categories are: employ communications, community relations, publicity, special events, internal organization of public relations departments, stockholder relations and consumer relations. Panel memberships of these seven categories have been drawn from the entire Public Relations Society of America.

Now what does all this mean to the individual PRSA member?

There are several benefits. First of all, the interchange of ideas is healthy. A panel member, for example, may be able to provide the "trigger" or springboard which the individual PR man using the service might develop into something fully worthy of the client he serves.

The Reference Roundtable idea throws the weight of the entire Society behind each member. He receives a more objective, and therefore, a more realistic viewpoint. The old saw about losing sight of the trees in the forest is, unfortunately, a human failing applicable to all of us.

And, of course, with a down-to-earth, practical answer for a practical problem it can logically be assumed that the individual will do a more competent job for his client. And when he does, the entire public relations profession profits. • •

bound to suffer from an infraction of public relations rules.

People are mutually dependent in their daily lives, activities and interests. They work together, play together and pray together. They share each other's successes and failures, joys and sorrows, hopes and ideals. These common bonds unite them in what we term morale or public spirit. A blow to one is a blow to all. If a plant employing a sizeable segment of a town's population commits some breach of public faith the whole town will be talking—and the talk won't be mere idle gossip over the back fence. The American is a good individualist but he is also a good neighbor.

#### The common ingredient

If there is a common ingredient, a central theme, for all of these messages of American business and industry it is the American system itself. Someone has said, "free enterprise is not a hunting license." Well, no one claims that it is. No one respects the hunter whose quarry is another human being. No man feels complimented by being called a superior beast of prey.

My objection to the hunting license suggestion is that it reflects a tendency, very noticeable in some quarters, to tell us what free enterprise is not. I think our political and economic climate would be vastly improved by fewer pronouncements on what free enterprise is not and more forceful expressions on what it is; by less emphasis on what it may not do and more emphasis on what it can do; by fewer references to the evils of free competition and more in favor of the benefits it bestows; by more reflection on the proven record of the past and less on unproven theories for fashioning a future utopia.

#### The case for free enterprise

But the case for free enterprise will not stand or fall on the words we speak or write in its support. It will not stand or fall because we come into possession of magic new instruments of communication. It will stand or fall on one basis alone—and that is its own practical, positive demonstration of strength and efficiency in action. The American people believe firmly in their own system. Their belief will not be shaken by the advocates of some alternative system that is out of harmony with our free traditions. It will not be corrupted by

*(Continued on page 46)*

## PUBLIC RELATIONS AND PRIVATE OBLIGATIONS

*(Continued from page 5)*

hand with belief in the people who produce and market it.

• Third, bad public relations harms the entire industry, not merely the individual company responsible. Again, it is a question of underlying confidence on the part of the consuming public. Popular psychology is highly volatile. Mass confidence, running in waves and cycles, can easily be transformed into mass skepticism, mass fear and mass distrust. Competition is a cohesive force as well as a divisive one: the performance

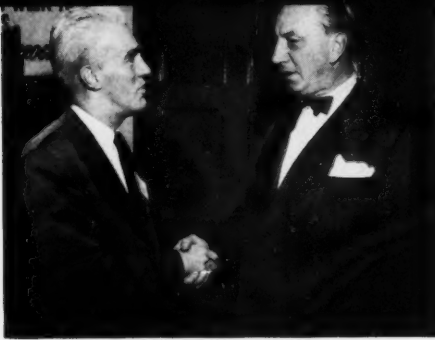
of one producer in a given industry reflects credit or discredit on the whole industry and its other component members.

• Fourth, when the rules are broken by public relations personnel they themselves are among the casualties. They cannot deviate from prescribed regulations any more than the accounting department may revolt against accepted accounting methods, or the sales force may substitute strong arm tactics for common sense persuasion and the human approach.

• Lastly, the community itself is



Edward D. Whittlesey, Director of Public Relations, Florida State University; Henry W. Johnston, Director of Sports Information, Department of Athletics, Harvard University, Cambridge, Mass.; and Natalie Ellinger, Executive Editor, Public Relations Journal, New York.



Pierce M. Welpton, Vice President, The American Thread Co., New York, and Roger W. Hooker, Vice President, Hooker Electrochemical Co., Niagara Falls, N. Y.



Gertrude E. Bailey, New York Representative, Public Relations, Monsanto Chemical Company, New York, and George Weissman, Vice President, Philip Morris & Co., Ltd., New York.



E. Leo Koester, Public Relations Manager of Communications-Community Relations, Appliance and Electronics Division, Avco Manufacturing Corporation, and David H. Crooks, Director of Public Relations, Kroger Company, both of Cincinnati.



Mrs. Robert L. Bliss, New York, and Denny S. Griswold, Publisher and Editor, Public Relations News, New York.



Harold B. Miller, Head, Department of Information & Executive Director, Oil Industry Information Committee, New York, and Hale Nelson, Vice President, Illinois Bell Telephone Co., Chicago.



William G. Werner, Director of Public and Legal Services, The Procter & Gamble Company, Cincinnati, and Joseph V. Baker, President, The Joseph V. Baker Associates, Inc., Philadelphia.



Milton H. Frank, Director, Wisconsin Power and Light Co., and Dr. I. L. Baldwin, Vice President, University of Wisconsin, both of Madison, Wisconsin.



Robert L. Barbour, Director of Public Relations, The New York, New Haven and Hartford Railroad Co., New York, and Frederick Bowes, Jr., Director of Public Relations and Advertising, Pitney-Bowes, Inc., Stamford, Conn.

Mrs. Mortimer and John L. Mortimer, Director of Public Relations, Gulf-Southwest District, United States Steel Corp., Houston, Texas.



Harold Brayman, Director, Public Relations Department, E. I. duPont de Nemours & Company, Inc., Wilmington, and William H. Doherty, Assistant to the Vice President, Hawaiian Sugar Planters' Association, Washington, D. C.



Brede Klefos, Principal, The Record Press, Rochester, New Hampshire, and William H. Corwin, Public Relations Director, Taylor Instrument Company, Rochester, New York.

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Harry A. Oltach Public Relations Director Springfield Street Railway Company, Springfield, Mass., and Edwin R. Leibert, Director of Public Relations, Health Information Foundation, New York.

## S SEVENTH...



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Ray Garrett, Public Relations Staff, Champion Paper and Fibre Company, Hamilton, Ohio, and Felton H. Gordon, Public Relations Counselor, Atlanta, Ga.



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Mrs. Dan J. Forrestal, St. Louis, and Mrs. Shirley D. Smith, Memphis.

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Sally Woodward, Partner, Flanley and Woodward, New York, and J. Raymond Bell, Public Relations Executive, Columbia Pictures Corporation, New York.



Elizabeth M. McStea, National Public Relations Director, Camp Fire Girls, Inc., New York; Leslie C. Stratton, National Director of Public Relations, Boy Scouts of America, New Brunswick; and Anne L. New, Director, Public Information Division, Girl Scouts of the U.S.A., New York.



Marvin Murphy, Vice President and Director of Public Relations Department, N. W. Ayer & Son, New York, and Dan J. Forrestal, Manager of Public Relations, Monsanto Chemical Company, St. Louis.



Shirley D. Smith, Shirley D. Smith and Associates, Memphis, and Burns W. Lee, Senior Partner, Burns W. Lee Associates, Los Angeles.

Mrs. George M. Crowson, Chicago, and Ovid R. Davis, Executive Staff, The Coca-Cola Company, Atlanta, Georgia.



Robert Nathans, President, Opinion Builders, Inc., New York, and Stephen E. Korsen, in charge of Public Relations, Public Relations Department, The Borden Company, New York.



Edgar S. Bowerland, Director of Public Relations, Republic Steel Corporation, Cleveland, and Melva A. Chesrown, Vice President, Eldean-Bugli-Chesrown Inc., New York.



John W. Vance, Assistant Director, Public Relations, International Harvester Company, Chicago, and Robert L. Bliss, Executive Vice President, Public Relations Society of America, New York.

Dwight W. Norris, Director of Public Relations, New York, and Ned Wiener, Director of Public Relations and Membership, Los Angeles Athletic Club, Los Angeles.



ton but that many managements tend to regard *Government Relations* matters as *Public Relations* matters only in a negative sense—that is, after they have been burned.

2. That the shortest distance between two points is a straight line is accepted by management in operations elsewhere, and the same is true in Washington, but management tends to use circuitous routes in Washington.
3. That any man who goes to Washington, whether to Congress or to Government departments, should fully understand his subject and be articulate about it. He should not have a ghost-written document upon which he cannot answer questions later.
4. That neither Congress nor Washington correspondents should be deluged with printed matter hoping that it will get read. A common fallacy is to put all of Washington on mailing lists and most of the material goes into the wastebasket.
5. That "press parties" with cocktails do not mix in Washington. If a press conference is desirable and there is real news going beyond a release, confine it to business; if a luncheon, dinner or cocktail party is indicated, hold it apart from a news conference.
6. That the Information Officers of the Department and Agencies can be tremendously useful and will save many steps around Washington.
7. That public relations men in Washington serve their most useful purpose and establish their best working arrangements by being alert, comprehensive and accurate sources of quick facts for the press and radio-TV corps.

\* \* \*

**VISUAL PRESENTATIONS:** Chairman—Theodore Allen Johnson, senior associate, Sidney Edlund and Company; Panel—Roy Demming, art director, Charles E. Cooper, Inc.; Harold A. Smith, senior partner, Smith-Rose & Company; Charles Behymer, managing partner, Henning & Cheadle; Thomas J. Dunford, president, Pelican Films, Inc.; Robert F. Unrath, Trade promotion manager, Port of New York Authority.

Opening the Workshop, the Chairman discussed the cost of visual pre-

sentations and the factors which make them tremendously effective in communicating ideas. Excellent visual presentations can be produced for a very few dollars or for a large amount, he declared. The good visual presentation need not be an expensive one provided it uses to full advantage the medium's three great pluses.

- (1) *Pictures.* One picture is worth a thousand words.
- (2) *Appeal to the eye and the ear.* The Navy proved during World War II that when material was presented to the eye and the ear simultaneously, people take in up to 35% more and remember up to 55% longer.
- (3) *One point at a time.* Training within industry has proved that when one point is made really clear and is fully grasped by the student before going on to the second point, people learn three and four times as readily.

Roy Demming discussed the problems of preparing a visual presentation from the artist's viewpoint. He made a plea for letting the Art Department in on the thinking and purposes back of the visual presentation, and for close coordination between the people writing it and the artists who lay it out and picturize the sequences.

Examples of visual presentations which had been used for public relations purposes were then shown by Harold A. Smith and Charles Behymer. Mr. Smith said that one of their clients, The Trap Rock Corporation, had bought land for quarrying in Havestraw but faced a community hostility to the project. He showed the presentation which had been used, first as a booklet in discussions with the press, then as an easel in meetings with civic leaders, and went on to describe the making of a huge visual presentation which floated in one of the corporation's barges up and down the Hudson River. He gave great credit to this program for the change in public attitude toward their client. Using a Visualcast, Mr. Behymer showed a report from a public relations counselor to a client, visualized for maximum impact.

Thomas Joseph Dunford discussed the place of motion pictures in public relations and showed two short films, one a commercial theater break, the other an Army recruiting film.

Mr. Unrath showed a portion of a

color-sound picture "Via the Port of New York" and pointed out that this film was designed to meet the problem of acquainting export-import shippers with the facilities of the New York-New Jersey port for the handling of cargo. Mr. Unrath reported that this film had been shown in various foreign countries and has been translated into Portuguese, Spanish and French. The film has won several awards. Prints can be obtained from Port of New York Authority through Mr. Unrath.

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**RADIO & TELEVISION:** Chairman—Sidney H. Eiges, Vice President in Charge of Press, National Broadcasting Company; Panel—Charles McVarish, Vice President in Charge of Publicity, Carl Byoir and Associates; John T. McCarty, Manager, Program Services, Plant Community Relations Department, General Electric Company; Nathan L. Halpern, President, Theater Network Television, Inc.

Charles McVarish opened the discussion by describing television as adding "a very important dimension to the science of communications. . . by providing a live, visual showcase for our clients, their products and their philosophy of business."

"Television," Mr. McVarish said, "also provides us with one of the most successful vehicles yet devised for breathing life into great inanimate corporations of this country; explaining the thinking behind important decisions affecting stockholders, management, labor and the public."

But he warned of the importance of recognizing that "unless our public relations message is directed to a compatible audience, its impact is lost," and enumerated good examples of fitting the program and the commercials, too, to the type of audience concerned.

Mr. McVarish enumerated seven public relations by-products of television: (1) Filmed shows, which can be distributed at relatively low cost after the original TV showing; (2) Shows of interest to special groups which create news, result in special showings and gain the good-will of the organizations benefited; (3) Educational material for schools; (4) Organization shows designed for such groups as Parent-Teachers; (5) Salutes to groups, organizations and special events; (6) Armed Forces shows to aid recruitment; (7) Shows designed to further community and employe relations.

John T. McCarty directed his presentation mainly to the use of radio and television in community relations.

He described a locally prepared and sponsored television show and presented the commercials used on it, as part of the GE community relations program. He illustrated his talk with charts and films, and also reported on "The Erie Story," in which 13 businesses in the community got together to purchase time as a group, develop and participate in a television show to "explain their business through the eyes of their employees" to the community.

The use of closed circuit television was described by Nathan L. Halpern, who described a tele-session as "simply private television for a selected audience. . . . It is essentially a new communication system for use of business, industry and government. It is not television broadcasting. Its aim is not to get the largest possible circulation, but, rather to pinpoint to a selective audience."

"Most of the uses of closed-circuit television today," he explained, "have been for sales and dealer meetings" by large companies. But he described "the possibilities in the public relations field" as "enormous," and told how in the recent General Motors celebration of its 50th million automobile, 67 different civic luncheons going on in 67 different communities were tied together through closed circuit television.

"Another projected use in the public relations field," he added, "is the conduct of a national or regional press conference through closed-circuit television" with two-way audio making it possible for reporters to ask questions of the speakers even though 3,000 miles away from the city in which the program is originating.

Demonstration of a new product from one point to many different press meetings over the country was another use he cited. He closed with the observation that uses applied to date "don't begin to scratch the surface. This is an immensely powerful medium, wherever it has been used. It has had a big and dramatic impact upon the audience" and because "the programs are built especially for those audiences," they "strike home very deeply."

In summing up the discussion, Mr. Eiges reminded that "television stations are required (in order to keep, maintain and reacquire their licenses every year) to do a certain amount of what is called public service broadcasting, and they are

all on the lookout for good public service programs, especially film programs which can be easily handled and easily used and which require a minimum of operational expense."

\* \* \*

**COMMUNITY RELATIONS:** Chairman—John V. Tharrett, Public Relations Manager, Congoleum-Nairn, Inc.; Panel—Harry Levin, Community Relations Manager, Celanese Corporation; Richard Axten, Director of Public Relations, Alexander Smith, Inc., Robert Nathans, President, Opinion Builders, Inc.

The chairman opening the session explained that in preparing the workshop he and his panel had stayed away from "formula" answers to community relations problems and instead had taken the case history approach, based on the actual experience of public relations people in the field.

The first speaker, Mr. Nathans, described a community relations problem where management was aware that continued supervision of local operations by New York headquarters had created a strong impression in the local area of "absentee management." Management authorized a study to determine the extent of knowledge of the company's national and local operations and the opinions of employees, businessmen and average residents on the company's relative standing in the community.

Local college students interviewed about 500 men and women in the community. Questionnaires were sent to 1,400 businessmen and 500 replies were received. Employees completed questionnaires giving their reactions. Depth interviews were held with community leaders in all fields of activity.

The survey revealed that: 30% of the local residents knew that the company was an integrated manufacturing-retailing operation; 66% of the business leaders underestimated the number of people employed by the company locally; 29% of the men and women on the street had never heard of the company; leaders in civic and business organizations felt that the company had shown little or no interest in the community.

The study not only served as a guide to corrective efforts but indicated to employees and other people in the community that the company was interested in what the community thought about it.

Re-alignment of local management responsibilities and functions is just being completed. A top local executive

has been given complete charge of personnel and community relations reporting; decisions will be made locally on employee indoctrination and communication and on community activities under general policies established by the New York management.

A Little League baseball team and a similar basketball team have been sponsored; the unidentified plant is getting four large signs visible from all approaches and from main highway and railway; a major sales promotion program was dramatized in a presentation to employees to create a feeling of "belonging."

Evidence of progress was noted in the Community Chest campaign this year, when average employee contributions rose from 86 cents a year ago to \$5.73 following an indoctrination program.

Further activities are planned including continued indoctrination using the HOBSON or similar plan and still broader participation in civic organizations.

The second speaker, Mr. Levin, presented the case history of a large plant which provides the major source of employment in a community.

An organized community relations program was blue-printed by the company in 1948. The president of the company believes that "the community and we are partners in progress," and has given strong support to the program during its development. The program is directed from New York where a community relations manager in the public relations department also reports directly to the vice president for industrial relations.

Each of the company's many plants is operated by a plant manager who is autonomous. There is no one in the plant who has the special function of public relations and the plant manager has charge of the plant's public relations and community relations activities, assisted by a public relations committee that also includes plant supervisors who rotate in service every three to six months. Since the plant manager acts independently, the community relations department in the home office serves primarily in a staff or advisory capacity.

The plant selected as a case history is located in the South. When it was started in 1939 the region was a backwoods area. Today, the plant has an annual payroll of fifteen million dollars; it draws upon a radius of fifty miles for its employees; and during its peak employment period during the Korean War, had approximately 4,500 employees.



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**"I wish to congratulate you on the marvelous organizational job which you did on the PR conference. It was the best ever and the smoothness with which it was run is a tribute to you since I know the committees do a lot, but in the final analysis it is the executive-director who has to see that things go as scheduled. You and your staff, as usual, did a terrific job."**

**HORACE RENEGAR**  
Director of Public Relations  
Tulane University, New Orleans

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There has been no labor trouble in the history of the plant. Considering its dominant position in the community, one of the pitfalls the plant has tried to avoid has been the charge of paternalism. They have been successful so far.

In 1951, a program recommended by the community relations department was adopted by the plant manager. It covered these ten points: (1) plant city advertising; (2) speakers' bureau; (3) press and radio publicity; (4) plant manager letters to employees; (5) a house organ; (6) an open house; (7) a series of exhibits showing company's products and operations; (8) participation in the county fair; (9) sponsoring various youth groups; (10) vocational guidance for students.

The community relations department in the home office worked very closely with the plant manager in effecting the program. Emphasis was put on plant visits and during the year such varied groups as lawyers, ministers, doctors, and women's groups took tours through the plant. The local high school toured the plant and a vocational guidance program was set up for 8th graders. All day sessions were held for these students in which they got an over-all view of the company's operations and then some specific information on the different jobs conducted at the company. Ads were run monthly in the local newspaper, with local art and copy.

The program breaks down into three main areas. The first is that of information about the company. Talks, exhibits, and press releases about the company, its products and its advertising and promotional plans were given to employees. Local businessmen were also invited to hear many of these talks. Secondly, the plant is working very closely with schools in the area on vocational guidance. Tours and panel discussions were held to interest students in what the

company is doing at the plant. Thirdly, the plant is engaged in economic education. Through newspaper ads, open houses, and programs such as HOBSON, employees and people in the community are kept informed about economic matters that affect them.

The third speaker, Mr. Axten, gave the background of the decision that led to the closing of a large eastern plant of his company after 90 years of operation.

Mr. Axten outlined the economic difficulties that assailed the company and the entire industry in recent years. Employment at the plant had declined from a peak of over 6,500 during the war to approximately 2,400 in the Spring of 1954. Although the equipment was good, the plant itself was old and sprawling. Millions of dollars had been spent in recent years to modernize it in the hope that lower costs and more efficient operations could be developed.

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**"My congratulations to you and the others responsible for arrangements at last week's conference.**

**"It was the smoothest and most attractively run thing of its kind I've ever attended."**

**HELEN G. FOONER**  
Director, Public Relations  
Jamaica Water Supply Company

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However, the company continued to find itself in a losing position.

A program was adopted about two and a half years ago to acquaint employees and the community with the facts of the company's situation, and the vital need for a cooperative effort, to make the plant competitive with other newer plants in the same line of manufacture. Then management attempted to negotiate a new contract with the union incorporating a new wage schedule which would correct inequalities in individual wage rates without changing the total payroll.

In April of 1954, the company sent a letter to each employee, outlining the previous year's heavy loss and the necessity for securing a new contract. The union immediately called for a renewal of the contract without change, and announced the intention to strike otherwise. In May the company submitted

complete copies of its proposed contract to the union, and also to the local newspaper. In all its communications with employees, the management adhered to a strict policy of complete candor, believing that this was the best way to convince employees, the union, and the community of the seriousness of the situation.

About the middle of June the long-threatened strike started. The company sent a complete copy of the proposed new contract to every employee at his home, with further explanation of the company's situation. Later, with no settlement in strike, the Board of Directors of the company met, and reached a decision to close the plant permanently, and to contemplate production at other plants in the East and South.

The effect of this announcement on both employees and the community, according to Mr. Axten, took about 16 hours to develop. The hard realization that a company which had been a bulwark of the local economy for almost a century was leaving town, fell with a heavy impact on the entire community. However, Mr. Axten stated, there has been no strong animosity toward the company. The most prevalent feeling has been sadness and regret.

The average age of employees was 52 years. About half have retired under the terms of the company-union pension agreement and the company has been active in helping the others to find new positions. Further, the company is involved in community efforts to bring other industries into the community to pick up the slack caused by the closing. Since the plant is quite large and split up into many separate building units, the company feels that several different industries can be established there, with a resulting benefit to the community for diversification and possibly larger total employment and payroll. Negotiations for the sale of the plant are well advanced and the prospects for attracting new industries are good.

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**"On behalf of Boston University and our graduate students, please let me express much gratitude for your hospitality at the recent PRSA Conference. As usual, everyone who attended found the occasion tremendously productive."**

**SAMUEL G. ATKINSON**  
Associate Professor  
Boston University, School of PR

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# Management Men Say They Like Tide because Tide Selects and Interprets the Significant News

**Are television commercials as bad as they say; and, if so, what does it mean to advertising?**

**What's ahead for marketers who advertise over-seas?**

**Television grows on the farm: where set saturation stands no**

**How vending machines are affecting U. S. marketing**

**Nighttime network rates drop again. Here's what it mea**

**Account houses: big, national and maybe a retail revolution**

**Will television commercials cause a consumer rev**

**What do advertisers think of agency-business paper discord?**

**Who uses the magazines' "junior pages"—and how they like the**

**at will advertisers do about network radio next fall?**

**Should an advertiser his account am**

**pping Centers: A way es if you know how to**

**red sponsorship of TV breads, is up 25% over**

**Tide's own editorial research on how to interest management men is now being continually confirmed by Starch studies of Tide's editorial pages. Following completion of the interview with each titled executive, Starch men asked this one additional question: "What is it about Tide you like most?" Here are a few examples of typical answers.**

**FROM AN AGENCY ACC'T. EXEC.:**  
"Tide's marketing analysis of the subject changed my thinking . . . passed this information on to my client."

**FROM AN ADVERTISER—GEN. SLS. MGR.:**  
". . . not only gets important news across, but puts real meaning into it."

**FROM AN AGENCY VP & ACC'T. EXEC.:**  
". . . it gives you the current picture and then starts answering questions you never even thought of asking."

Tide and management men get along well together because they have a common interest—in *only the important* things in the advertising-marketing field. This interest—on Tide's part—shows up on every page, in the keenly analytical treatment of subject matter that is significant to the executive level of business. Tide's careful selection and interpretation of only the important news is another of the ways in which . . .

## Tide Speaks the Language of Leadership

(Advertisement)



Peace in the atomic age must be waged as aggressively and forcefully as war, declared Paul C. Smith, President of Crowell-Collier Publishing Co., at the 7th Annual National PR Conference, Tuesday, November 30, at the Hotel Roosevelt, New York City. Speaking at the annual dinner, Mr. Smith said that an understanding of fear was vital ammunition in the struggle for peace.

Fear of certain things is natural to man and can be beneficial if coupled with knowledge and imagination. "If we fear with prudence," he said, "we can make the most of opportunities."

## "What Are We Afraid Of?"

Reminding those in attendance of Winston Churchill's admonition to wartime Britain that a "free peoples must be grim and gay," Mr. Smith went on to stress that "we could benefit from fear by being alert," and suggested that the big job facing the public relations practitioner was that of enlightening people as to what they should be afraid of.

These fears, he said, are the fear of ignorance and cynicism, the fear of the mounting power of totalitarian forces and conspiratorial subversion, and a misconception of the nature of peace.

To win the battle for peace he urged that we abhor the fear of controversy and debate, and asserted that it was essential to understand the spiritual concept of communism, the struggle for power between the free world and the Iron Curtain countries, and the problems of peace.

Calling the American Revolution the only true revolution, Mr. Smith said that "The great lie of the Communists and Fascists has been that they are revolutionists. Actually," he said, "they are the reactionaries." The American way of life established in 1776, he pointed out, describes the real freedom and dignity of the individual.

"One of the great challenges of our media of communications," Mr. Smith said, "is to get this point across to all the people."

Commenting on the role of the press and public relations, he said that there should be no separation of the functions of these groups. "We must," he asserted, "develop a full partnership between public relations and the communications media. Working together we can develop mass communications which will gain the kind of understanding which comes from equal participation."

## 1955 Conference Planning Begun



**1955 ANNUAL CONFERENCE BOOTH**—Looking over material describing the upcoming 8th Annual Conference on the West Coast November 12-16, 1955: Robert L. Bliss, PRSA Executive Vice President; Edward F. Baumer, 1955 Annual Conference Chairman; George M. Crowson, the Society's President-Elect; Ned Weiner, Deputy Conference Chairman; and John E. Fields, Conference Program Chairman.

With a California-flavored booth stocked with material for New York conference visitors to take home and digest, the 8th Annual Public Relations Conference got off to a running start on the heels of the 7th. Hardly a session was without some reference to the advance planning for the 1955 meeting, which has been under way for several months.

Edward F. Baumer, 1954 Western Regional Vice President of the Society, is General Conference Chairman, with Ned Weiner designated as Deputy Chairman. John E. Fields is Conference Program Chairman. Ten sub-committees are shaping plans for the content and staging of the national event, which will be held at the Ambassador Hotel, Los Angeles, November 12-16.

The Hawaii, Intermountain (Salt Lake), San Francisco Bay Area and Southern California (Los Angeles) Chapters are developing the event, and groups of PRSA members in Phoenix, San Diego, Seattle, Sacramento and Denver will take part in the planning. Several of the groups will become chartered as official chapters before the 1955 event, it is reported.



come to take for granted over here. It invoked labor controls which were far more drastic than any we have ever known—or even thought of—in the United States. It revived wartime powers which allowed it—among other things—to compel British workers to take whatever jobs it might assign to them. It even passed a law which said that British farmers could be dispossessed from their own land if they failed to manage it to the complete satisfaction of the Ministry of Agriculture.

Yet it used to be said that an Englishman's home was his castle!

Now it is true, of course, that these sweeping powers were sparingly used, if at all; but their very existence was enough to serve as a constant threat. So the British worker found himself shut in behind an iron curtain of laws, controls, and regulations. He filled out endless forms—in duplicate; he queued up for his daily bread, with ration book in hand; and he bought whatever it was that the Government—in its wisdom—permitted him to have. But three great necessities of life which it never allowed him at all, were opportunity, incentive and hope!

And there is a brief, but factual case history of what happened in England when it surrendered its economic freedoms. Within the framework of their socialist philosophy, the leaders of the Labor Government tried loyally and sincerely, I believe, to solve the many critical problems which confronted them, and to create a better life for their fellow workers. The fault did not lie with their intentions. It lay with their philosophy. And after six years of austerity and crisis, they were voted out of power—not by the owners of business, but by the only groups in England which had the political strength to do it—by the selfsame people who had put them into office in the first place—by the workers, the consumers and the taxpayers. For these, you see, were also the people who had suffered the most—and lost the most—in their little blue socialist heaven.

#### The greatest stake

So again we come back to the original question: Who does have the greatest stake in our American enterprise system? Is it the stockholder, with his dividend? Is it the worker who gets many, many times that sum, and enjoys

the highest standard of living in the world? Or is it, perhaps, the consumer who reaps the blessings of competition and surrounds himself with every conceivable comfort and convenience of this modern age?

The answer, of course, is clear. Our free competitive economy is the only system in the world that richly rewards every segment of society; and that is because it is the only system on earth which truly belongs to all of the people. It is not the private possession of American business, nor of any other economic group—and it never can be. It is the property—and the responsibility—of every man and woman in this nation.

And if we can ever bring to our fellow men a true understanding of what this system means to them, to their children, and to unborn generations yet to come, then we may rest assured, I think, that American business will never again be called upon to "go it alone" in leading the fight against the forces of socialism in this country. Nor could the misguided advocates of government monopoly even muster a corporal's

guard, I believe, in support of their thoroughly discredited cause.

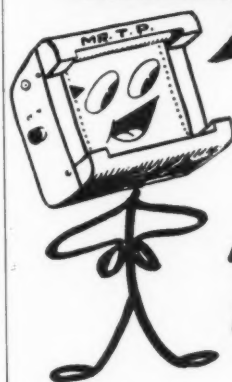
#### The challenge to PR

Now how shall we perform this miracle? What symbols can we find? What media should we use? Well, frankly, I haven't the slightest idea. That, again, is where you come in. You are the qualified experts in that field. You are the greatest fence-menders in the world.

But if I had the right, today, to assign to you what I regard as the most important single task that you will ever undertake, it would simply be this: That you bring to each one of our workers, our customers, our neighbors, and our responsible representatives in government, a knowledge and a realization of his own enormous stake in our free competitive enterprise system; and that you somehow contrive to show him exactly what he's got to lose, if ever that system should fall.

For until that job has been thoroughly done, we can never be entirely sure that tomorrow's sun will shine, in America, upon a people who still walk—and work—in freedom • •

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—and other principal cities in the U. S. and Canada

will seek to lull the Europeans into the kind of neutralism that will enable them to achieve their objectives.

#### A new challenge

We all fully appreciate the hypocrisy of this pose, but we must also recognize it as a new challenge. We intend to make special efforts in selected European countries and to concentrate on those groups which swing the largest influence.

Thus in Germany we are actively attempting to explain United States policies to the Bundestag, university circles, newspaper editors and civic leaders. In France our emphasis on editors is less but on the working press greater. In Italy we have tailored some of our output for labor leaders, particularly in areas where Free unions have a fighting chance against Communist unions.

#### Personal contact most effective

Possibly the most effective approach—and one that we are emphasizing more and more—is *personal contact*. If a newspaper in a country continually publishes material that is either biased against the United States or is patently in error, we try to sit down with the editor. As in your own business, our aim is not to have this editor retract his false statements or suddenly change his spots and become partisanly pro-U. S. We give him as much straight information about United States policies as we think he can digest. We don't expect him to use it all, but we try to get him to absorb the U. S. viewpoint. Gradually, if we do the job properly, that newspaper's policies will approach the truth or contain a more balanced account.

This personal approach requires mature and skilled officers. They must speak the language, and they must know what they are discussing. Right now that is our big problem—to find such people.

MR. STREIBERT . . .

Our Broadcasting Service, the "Voice of America," has recently moved to Washington from New York. The move was made under a Congressional directive and, already, its wisdom is becoming apparent.

#### Radio reaches behind the curtain

Radio is our only means for reaching the peoples behind the "Curtains." For that reason, three-fourths of the "Voice" programs are beamed to that area. From the Voice's budget of \$16 million, \$10 million is devoted to this purpose.

The peoples behind the "Curtains"

are sick of propaganda. They get it day in and day out from their rulers. They want the truth. Our broadcasts to them are restricted to hard news and commentaries. We do not propagandize in the Communist sense of the word.

The Communists go to great expense and effort to prevent their people from listening to the "Voice." But our broadcasts do get through. Recently a Chinese language daily in the United States published a dispatch from Hong-Kong quoting a traveler just out of Canton:

*"Many merchants (he was a merchant) risk their lives to listen secretly to the Voice of America, hoping for news from outside the Bamboo Curtain."*

A Chinese Communist professor recently described the "Voice" as "ten times more destructive than the atom bomb because the bomb damages only a limited area while the 'Voice' corrupts every person who listens." He was unconsciously paying a tribute to the effectiveness of our efforts. A recent Peiping home broadcast denouncing Cabot Lodge's speech in the United Nations on Red China's international crimes, assumed that some of its listeners, at least, had heard "Voice" reports of the speech.

A good deal of positive evidence also comes from defectors and refugees from Communist areas. For example, Josef Swiatlo, formerly an officer of the Polish Security Ministry, recently told us:

*"The Voice of America is one of the most effective instruments of the free world in combating the spread of Communism and in keeping alive the hopes of men and women behind the Curtains who yearn for freedom."*

Our other media concentrate on the audience outside the "Curtains." Throughout all operations our major targets are influential groups—opinion molders—where we believe our efforts will produce the greatest results. We haven't the funds to scatter our shots or to attempt to reach the masses directly, except in certain critical areas.

Wherever joint efforts are indicated, the several media work together. As, for example, in the handling of the recent elections.

Abbott Washburn, the Agency's deputy director, will tell you about our election coverage.

ABBOTT WASHBURN . . .

A tremendous amount of advance

planning was necessary, not only in Washington, but throughout the country. We could never have done the job, but for the generous cooperation of private broadcasting companies. They made it possible for the U. S. Information Agency to score a cold war "ten strike," of a kind the Soviets simply cannot match.

All 217 of our overseas posts were supplied with advance material. All were alerted for the special broadcasts and news files scheduled for Tuesday night and Wednesday. Arrangements were made for "Voice" reporters to be stationed at Democratic and Republican committee headquarters, both in Washington and New York, for special "pick-up" interviews.

At eight o'clock Tuesday night the "Voice" went on the air. Results were broadcast as they came in from all over the country. As various elections hung in the balance, the results uncertain, commentators discussed the situations. This was an *American* election. The people were making the decisions. The atmosphere in the studio news room was electric with excitement. It was like the city room of a big metropolitan daily on election night. We shared that excitement with the world.

The overall broadcasts were in English, but results went out in 37 languages on the regularly scheduled foreign language broadcasts. It was a great night and the "Voice" stayed on the air until 5:30 in the morning.

#### Analytical reports

At Agency headquarters on Pennsylvania Avenue, a crew of analysts and writers came to work before dawn on Wednesday to prepare special election reports. At 9:00 a.m., in advance of the regular news file, these reports were wirelessly to 62 major overseas posts for distribution and publication.

Throughout both Tuesday night and Wednesday special "name" commentators discussed the election over the "Voice," gave the background of our two-party system, explained how a free election was handled in the United States. Radio Moscow later singled out certain of these commentators by name for personal attacks.

This election coverage was particularly important because in many countries access to U. S. news is limited.

India, for example, has some of the finest newspapers in the world (two or

three have been ranked among the world's best 20) but none receives either AP or INS service. The Times of India subscribes to the UP, but only for limited service. Today, they take our reports, and publish them.

#### U. S. vs. German elections

The United States elections followed hard on the October elections in the Soviet occupied zone of Germany. We didn't plan it that way, of course, but the contrast was there for all the world to see. During a luncheon at the National Press Club, the German Chancellor, Dr. Adenauer, told us that the Communist Ministry of Information on the day before the elections had issued a memorandum to the press of the East Zone that 97.3 per cent of the votes would go to the "unity" list of the National (Communist) Front. He was a good forecaster. The final figure was 99.3 per cent. Dr. Adenauer commented that here we had an example of what the Soviets mean "when they talk of free and democratic elections."

The East German people voted as ordered. Their reaction to the situation was expressed in a flood of letters, and even secret visits, to RIAS, our broadcasting station in West Berlin. Visitors, men and women alike, wept as they told of being herded to the polling places and voting under the eyes of the secret police. Said one man, "We were driven to the polls like cattle led to the slaughter house, but at least the cattle are allowed to make a noise whereas we couldn't express our indignation even by grumbling." The visitors compared the mood of the people that election day to that of June 17, the day of the East German uprising.

#### Enthusiastic reception

Was our election service to the world appreciated? Hardly had the last program signed off when the cables started pouring in. From Manila, we heard that the Philippine newspapers had splashed our reports all over their front pages. Bangkok said the same and asked that we adopt the same procedures for other big United States events. Tokyo cabled that the Japanese national network had used our reports exclusively; Bonn that the German networks had used them all; Paris that our reports had been fed to all Western European networks. Tony Wigan of BBC wrote our London office to express his appreciation and to say that BBC, throughout its own broadcasts, had quoted and given name credit to

the "Voice of America."

The two elections, coming so closely together, made the dramatic contrast of elections in the Free and Communist worlds. There were no candidates in the East German elections conceding defeat and then withdrawing their concessions! It was a great opportunity for U.S.I.A.

MR. STREIBERT . . .

The handling of the President's dramatic proposal on the use of atomic energy for peaceful purposes ties in directly with our primary mission: making U. S. policies "known and understood" throughout the world. It's a good example of how the Agency handles a specific project.

The proposal, made in person by the President before the United National General Assembly, was in itself a major foreign policy victory. It was an eloquent answer to Communist charges that the United States is a "war-monger"—that we, as a people, are eager for an opportunity to use our stock of A-bombs and H-bombs.

#### The Agency goes to work

We gave the President's speech "the full treatment." Our news service and publication division supplied all overseas posts with advance material and cooperated with the "Voice" in getting the story to the world with all speed. Even as the President spoke the speech was going out over the world-wide network of the "Voice," and within half an hour after he had finished, translations in 33 languages had been broadcast. The full text was transmitted to major posts almost as rapidly over our Wireless File.

Following that initial coverage, all media went into action . . . publications, motion pictures, the information centers and libraries with exhibits and special shelves of books. The Office of Private Cooperation brought private industry and organizations into the picture.

The publicizing of this proposal is a continuing project. We are giving it constant coverage by every means at our command. For example, we have several traveling "Atoms-for-Peace" exhibits overseas today, and are building several more.

#### Making an impression

Judging the effectiveness of our programs is not easy. As you know so well, it is not easy in any form of PR work. But we do receive evidence, from time to time, that we are making an impression. For example, this summer we

opened one of our "Atoms-for-Peace" exhibits in Rome. Shortly before the exhibit opened a poll indicated that only about 25 per cent of the Italian people had any hopes that atomic energy in our generation would benefit mankind. After the exhibit closed in Rome, a second poll revealed that the percentage had risen to 49. The people had seen and begun to hope.

I saw our Atomic Energy Exhibit in Sao Paulo, Brazil, where it was a part of that City's celebration of its 400th anniversary. Over 10,000 persons crowded the exhibition area the opening day, and the total was 80,000 for the first 18 days. A similar exhibit in West Berlin drew 35,000 persons the first three days, including 10,000 from East Berlin, the first time any people under Communist control had been given such an opportunity. We may be assured that these people went home and talked.

We gave a somewhat similar treatment to the Supreme Court decision outlawing racial segregation in the public schools. Here, again, we had an answer to a well-played Communist theme: racial discrimination in the United States. Answering that charge is, also, a continuing project for the Agency. We are, for example, giving world-wide distribution to those Alan Paton articles, "The Negro in America Today," which appeared recently in Collier's magazine.

#### A good illustration

In Stuttgart, Germany, (and this, I think is a particularly appealing story), our post heard that the wife of a negro army warrant officer, Mrs. Oscar Grammar, had adopted *eight* "occupation" babies, and had arranged for the adoption of forty others by childless negro couples in the United States. When Mrs. Grammar first made her request for a child, the German authorities told her that they were not anxious to send these children to the United States. They had in mind a project in Africa.

"What," demanded Mrs. Grammar, "is wrong with the USA?"

They murmured uneasily something about racial discrimination.

"Well," Mrs. Grammar told them vigorously, "I am an American negro and I wouldn't live permanently anywhere else in the world."

She got the child and later seven others. Our Stuttgart post put the story on every network in Germany. The German newspapers gave it a big play and it was picked up elsewhere in Europe.



This is a good illustration of a post alert to combat Communist propaganda and to create understanding of the United States.

#### The proof

Frequently the only proof that we have scored is Communist reaction. For example, there is the Agency's day-by-day campaign to publicize the anti-religious campaign of the Communists within their own borders. We have pounded that theme hard. The Communists are anti-Christian, anti-Hebrew, anti-Islamic, anti-Buddhist. They are, indeed, anti-God, by whatever name He is worshiped. Their domestic atheistic campaign has been fully reported and documented by all Agency media, particularly our press and publications service and the "Voice." We have kept daily watch on Soviet propagandists and every blasphemous statement has been promptly noted and reported.

Suddenly, about three weeks ago, the anti-religious propaganda campaign in the USSR came to a virtual halt. Then, just the other day, this was followed by a formal admission by "Izvestia" that the atheistic propaganda had been too harsh, that a gentler approach was needed. Mr. Khrushchev decreed that henceforth Communist anti-religious propaganda will be "scientific" and not "offend" the devout.

The U. S. Information Agency is not taking credit for this "Red" retreat, but we are sure of one thing . . . the Soviet propagandists have discovered that they cannot say one thing about religion at home and another abroad. It isn't safe for them to double-talk, with the U. S. Information Agency keeping both ears open and faithfully reporting. They will be nailed as liars before the world.

#### The long fight

This is a fight in the realm of ideas. We are relatively new to the business, but we are learning. The Communists today are playing a new tune, but basically it is the same old song. We can accept the possibility that they, for reasons of their own, do not want a "hot" war at this time, but we cannot, for a moment, relax our efforts. The Communists are playing for keeps.

How long? To that I have no answer. President Eisenhower has spoken of 40 years. We Americans are not a patient people. However, we are in this struggle for a long time and we must plan on winning it no matter how long it takes. I, personally, think we will. • •

# THE *Record* Press

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PRSA's new officers for 1955—left to right, George M. Crowson, assistant to the president, Illinois Central Railroad, president; W. Howard Chase, partner, Selva, Lee & Chase, vice president; Ward B. Stevenson, director of public relations, Pillsbury Mills, Inc., treasurer; William A. Durbin, director of public relations, Burroughs Corporation, secretary; pictured with Walter G. Barlow, vice president, Opinion Research Corporation, chairman of the executive committee.

described activities and then left themselves open for questioning afterwards, questioning that was usually penetrating and sometimes downright embarrassing, but the questions were answered as well as possible. After the formal meeting there was a social hour at which the officers of the firm mingled with guests and talked things over informally. Celanese usually gives out its press releases in the morning, sans cocktails, which I personally think is a good idea if you want to get stories out of working newspaper men. However, to provide a social angle, once a year an entirely informal party is given, without news releases, where all of the operating personnel of the firm meets with the press, cementing better mutual relations.

Of course sometimes a policy of complete frankness can back fire a bit, especially in times when business turns bad and results do not come up to hopes. But by and large, sincerity wins out, I believe. Regardless of whether the shares go up or down, I think Celanese has a large and understanding audience in financial circles, which will cheer their success and not harp on hard luck when it comes.

---

"May I congratulate you on the excellent convention which was held in New York last week. As you know, it was well attended by a Canadian delegation and judging by their comments, it proved to be a practical and useful convention.

"Your program committee certainly did an excellent job and struck a good balance between an analytical and inspirational program."

CLIFFORD W. HALE  
Manager, Public Relations  
Canadian Westinghouse Company, Limited  
Hamilton, Ontario

---

In the days when big business was usually managed by its owners and when blocks of stock were concentrated in a comparatively few hands, managements could afford to ignore the small stockholder. But today stockholdings are so widely scattered all over the country that no one individual or group can really control the stock of a big country. This means that the small stockholder is becoming increasingly important. If small stockholders should ever be united in a large association they would really be able to throw their weight around. It is not impossible that some day this may happen.

There are now a number of people who attend stockholders meetings professionally, asking questions and sometimes criticizing managements. The best known of these is Lewis Gilbert of New York. At one time Mr. Gilbert was very much a thorn in the side of management. Now however he is welcomed at meetings and I think has done a good deal of good in making company meetings more democratic. In recent years no management that has not tried to trample on him, which of course management has no right to do, has had any trouble with him.

#### **Importance of stockholders' attitude**

The importance of the stockholders' attitude toward management is best shown in some recent proxy fights, the most notable being Robert Young's successful battle to get control of New York Central. One factor that brought him victory was that he has dramatized himself and made himself a colorful figure, whereas the former Central management appeared stodgy by comparison.

The pending fight for Montgomery Ward is going to be particularly interesting. Here you have Mr. Wolfson, a colorful newcomer, not very well-known, challenging an old and autocratic president who has certainly done nothing that I know of to endear himself to his shareholders.

#### **The problem of bigness**

One of the problems that business and its financial public relations advisors must deal with more and more, especially with the general public and with Congress, is the problem of bigness. There is no doubt that many businesses are big and are going to get much bigger. There is nothing intrinsically wrong with this in my opinion but it does pose problems. There is a temptation for ex-

ecutives of very big firms to become autocratic both toward the press and toward the public. This obviously should be avoided at all costs. Sometimes unfortunate management attitudes are also caused by fear.

There are two good examples of how to handle people and how not to handle people in the history of one company, du Pont. Fifteen years ago a top executive appeared before a Congressional committee. The next day I got a message from the head of our Washington Bureau saying "what on earth is the matter with du Pont? He antagonized the whole committee although they meant to be sympathetic." That was the last thing the gentleman meant to do but in my opinion he was scared.

The contrast is with du Pont's present president, Crawford Greenewalt, who appeared before Congress a few years ago. He showed them a nylon dress, said how little the nylon in the dress cost and how many profits went to small business along the line. Then he explained what it had cost du Pont in research to develop nylon, and he said in effect, "Of course we're big. We've got to be big to do jobs like this." This was frank,

---

"I wish to congratulate you on the excellent coverage of the conference in various magazines. Nearly every magazine that has come across my desk this week has included stories about the meeting, ranging from several features in Editor and Publisher and the special issue of Public Relations News to good long stories in Printers' Ink and Advertising Age."

ROY K. WILSON  
Executive Secretary  
National School Public Relations  
Association

---

honest, and certainly sold both congressmen and the public on his viewpoint.

When managements get into trouble it is often because they do not take the advice of their public relations advisors. Public relations is a profession which requires special knowledge and skills. Management men certainly would take the advice of a doctor, a lawyer or an engineer. It is equally important to take the advice of an expert in the field of handling the press and the public, especially in the growingly important field of financial relations. • •

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"Congratulations to you and the rest of your group for a wonderful job. I believe this is the best Convention we have had to date and I think most of those who attended will agree.

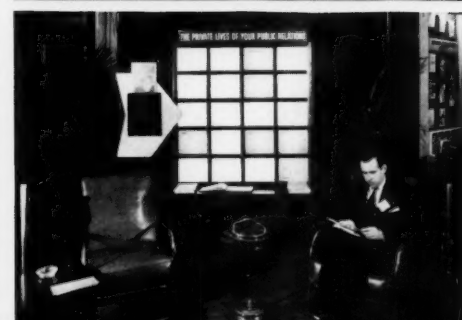
"It was a privilege to serve on the Board for one year and it is easy to see that the Society is well on its way to becoming a tremendous force in the country."

FRED R. JOLLY  
Community Relations Manager  
Caterpillar Tractor Co., Peoria



**EXHIBITORS AT THE ANNUAL NATIONAL PR CONFERENCE • • •**  
 Left to right, above:—American Petroleum Institute (OILC), Associated Release Service, Bass Color Projector; below:—Gebbie Press, Georgeson & Co.; Interstate Photographers, Modern Talking Picture Service, Inc., MPO

Productions, Inc., National Research Bureau, The Prudential Insurance Company of America, Railway Express Agency, Inc., RKO-Pathe, Inc., TelePrompter Corporation, Time, the Weekly Newsmagazine, Trans World Airlines.

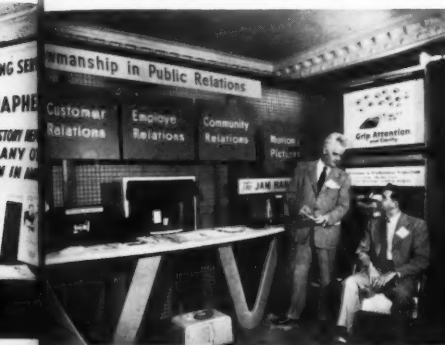






Left to right, above:—The Coca-Cola Company, Derus Associates, Eastman Kodak Company; below:—The Jam Handy Organization, John Hancock Mutual Life Insurance Company, Los Angeles (where the 8th National Conference will be held), New York Telephone Company, Pan-

dick Press, Inc. (Financial World Exhibit), Photography for Industry, Scripts by Oveste Granducci, Sound Masters, Inc., Tele-Q Corporation, United World Films, Inc., U. S. Treasury Department (Savings Bond Division), Wilding Picture Productions, Inc.



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# The Low Pressure Approach

Wind-up speaker on the Wed-  
nesday morning, December 1,  
session of the 7th Annual Con-  
ference was Dave Garraway,  
star of NBC's TV show "To-  
day." As master of the low  
pressure approach in salesman-  
ship, Garraway was a speaking  
highlight of the conference as  
he detailed his own problems of  
technique development.

As he developed the theme  
of his talk, he had the audience  
"in the aisles" again and again  
with anecdotal reference to his  
own sales experience on radio  
and television.

He gave three simple rules  
for mastering the low pressure  
sales approach, and emphasized  
the public relations aspects and  
implications of each:

- 1. Have a good product  
—something you're glad to  
talk about.
- 2. Know the product  
—what it is, what it does,  
how it works—be familiar  
with it.
- 3. Tell the story of the product simply—and therefore, honestly.

Low pressure selling is simply sharing conviction with the audience all the time.  
Know your product, believe in it, and the audience will be convinced that what  
you say about it is true.



what

New Year's

resolutions

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you

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## PUBLIC RELATIONS — WHAT'S IN A NAME — (Continued from page 12)

a leading user of the applied social sciences.

• *The Literature of the Profession.* Here is one of the most encouraging signs of a profession coming of age. There is the Society's own outstanding Public Relations JOURNAL, soon to celebrate its tenth anniversary as the professional journal of the field. There is the Society's annual Register—the "Who's Who" directory which next spring will list nearly 2,000 qualified public relations professionals—executives and counselors in all fields of endeavor—whom the public and the press can call on in nearly every state of the Union, and in nine foreign countries. There is the privately published weekly newsletter, Public Relations News, now marking its tenth anniversary of helpful service to the field. There are regular public relations departments and features in many leading management and marketing magazines, and in the publications of trade, industry and education associations and of other groups—all clearly labeled "public relations." And of course there is a large and growing body of technical books and papers.

• *Organizational Status.* Even in the selfish terms of the organization chart, the signs are good. Surveys show that hundreds of our members have earned their way to posts of direct access and service to the top policy-maker. Interestingly enough, a recent survey by Public Relations News shows that, "a decade ago there were a handful of corporate presidents who had come up through public relations into leadership of their companies, today there are 250."

• *Public Service.* The hitherto unknown record of public relations people in volunteer civic and social service is something quite extraordinary. Of all the seven items on the plus side of my ledger labeled "public relations," this is the last—and the greatest.

### PR public service

I give you now, for the first time, the summary results of a nationwide survey, just completed, of the volunteer public service contributions of time by members of the Public Relations Society of America.

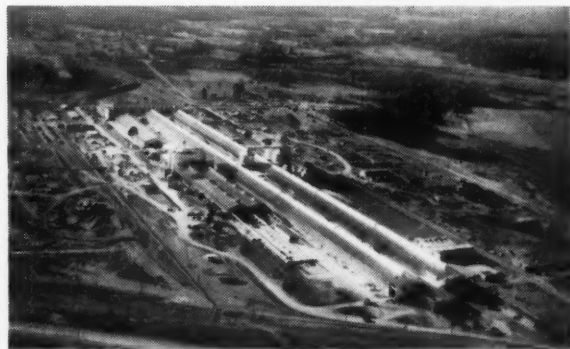
Conducted by PRSA's able Public Relations Advisory Committee, with the

aid of the Opinion Research Corporation, it is probably the first such survey ever undertaken to find out the amount of public service time which the members of any national professional or technical group donate on a volunteer, unpaid basis.

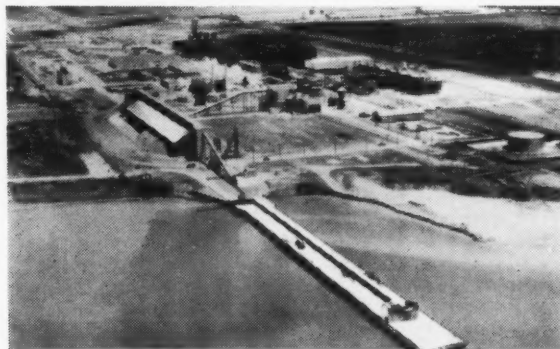
There was a good response: 685, or 39 per cent, a fair representation of the entire membership, returned fairly lengthy questionnaires. The key finding: *Of this good sample 91 per cent last year personally gave time on a volunteer and unpaid basis to lend professional advice or assistance in the field of public relations to some non-profit group or organization;* and the total amount of time they contributed ranged from one day to five months, with 12½ days as the median average. Moreover, aside from 12½ days of professional unpaid assistance, 71 per cent of them gave an additional six days in non-professional assistance. Welfare, educational and church groups were the chief beneficiaries. Public relations people in all branches of the field participated: those in business, in counseling, in education,

(Continued on page 47)

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### MONTGOMERY —

(Continued from page 29)

insidious enemy propaganda. If their belief is ever altered it will be through the failure of the system itself to maintain its own position of strength and integrity.

#### The responsibility of public relations

It is largely the responsibility of those

in public relations to see that this event never occurs. This means more than routine counseling with management, more than the filing of recommendations at board meetings. It means ceaseless attention to the job of keeping people informed—informing management and stockholders, informing employee and customer, informing press and public. And information, in the real sense, means the truth.

With truth as a guiding principle those in public relations need have no fear about meeting their responsibilities. Business and industry need have no fear about maintaining the free market and free competition. And America need have no fear for the future well-being and security of her people. • •



A highlight of the final session of the 7th Annual National PR Conference—"Public Relations Showcase"—was the presentation "PR Problems of Taconite—A New Billion Dollar Industry" by Edward Schmid, Jr., Director of Public Relations, Reserve Mining Company, Duluth, a member of PRSA's Minnesota Chapter. In a humorous manner Mr. Schmid explained the application of public relations techniques to various situations the company found itself faced with such as fear that the plant would spoil the beautiful shore line, lack of public knowledge and understanding of a completely new industry, deciding which religious organizations could best serve the people in two new cities when 51 different churches made requests for sites, holding high-type employees when winters hit 40-below zero, designing and building cities for 10,000 people where three years ago there was less than one person per square mile.



PRSA's Eastern Region's part in the "Public Relations Showcase" session was the presentation "A Co-operative Approach to Community Relations." Chief speaker was David I. Mackie (above), chairman, Eastern Railroad Presidents Conference, New York.

Public Relations Journal

## WHAT'S IN A NAME

(Continued from page 45)

in advertising agencies—even in health and welfare organizations. The 1954 figures are running about the same through September.

What a record! What other profession, old or young—from architecture to law—do you suppose can match this contribution of unpaid professional time in public service? In a country where business and professional men are noted for their generosity in such volunteer service, those who lead the way are found bearing the name "public relations"!

\* \* \*

Let's think and talk *proudly* of these things: that fine code of ethics, and a judicial council to give it strength and meaning; worthy standards of eligibility, of training, selection and education; a serious concern with research and the social sciences; a maturing professional literature of the field; a rising level of organizational responsibility and stature for public relations people; and their superb record of giving voluntary professional assistance to the non-profit groups and causes of our country.

\* \* \*

We know from experience that a public relations problem like this one faced squarely, breeds its own opportunity; can be turned, by honest appraisal and hard work, to advantage.

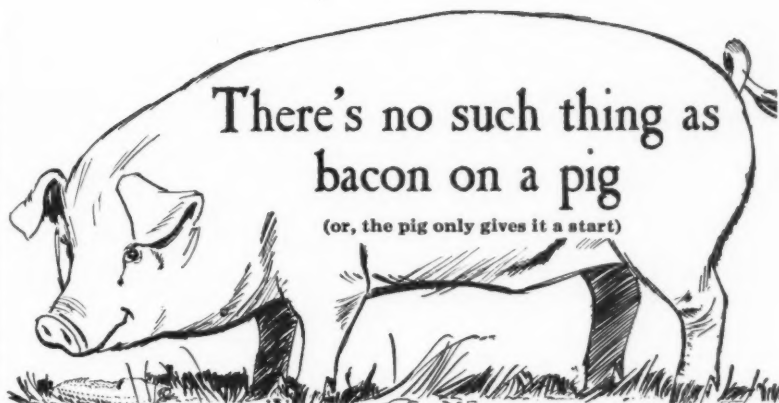
And what is that advantage? It's not merely the restoration of one's pride in his calling, or the attainment of personal recognition and advancement. It is the higher and worthier vantage point for public relations service that Milton Fairman, speaking here in 1950, called "a new place in the sun," and that Ed Lipscomb, in 1951, described as "a new level of leadership mid-way between pavement and pulpit."

"Can we measure up?" as Bill Werner so honestly asked us here last year?

I, in my own heart—and you in yours—know we can. We can, because, from the beginning, ours has been a profession dedicated to the improvement of man's relationships with his fellow man—not merely his communications.

In so trying, in so doing . . . we won't save the world—but we'll make better people of ourselves, and we'll help create a kindlier world around us.

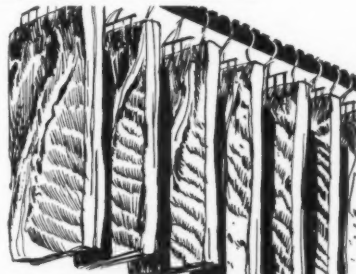
That, in the years ahead, is what we and others should seek, and will find, in the name, "public relations." • •



It's a long, long way from the pig to the crisp bacon on your breakfast plate. What originally comes from the hog isn't what you'd call bacon at all—not at first, anyway. Bacon requires lots of "post graduate" work before it's ready to cook.



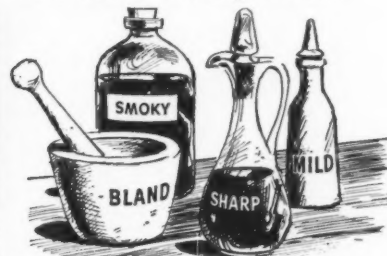
1 The first step is to select the "side" that can be made into the kind of bacon you like. Then the "side" is trimmed and squared carefully into the proper shape by a skilled workman.



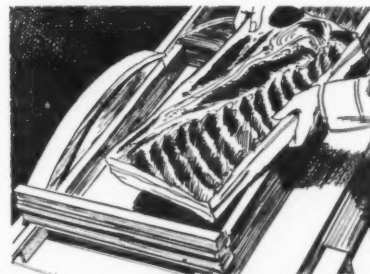
3 Then it's hung on "Bacon Tree" racks and moved into the smokehouse, where smoke from special wood gives it the haunting fragrance that brings your family bounding into the kitchen.



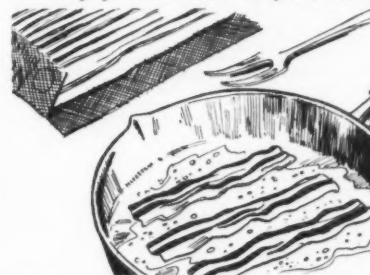
5 Finally, the slicing machine shaves it off in uniform slices (about 10 slices per second). Wrappers pack it neat and pretty; and the shipping department starts it off to you.



2 Next comes the curing. Every one of America's hundreds of bacon-making packers has his own special curing formula. Gives you lots of flavors to choose from.



4 After it comes out of the smokehouse your bacon is chilled. Then it's "formed" into just the right shape so the slices come out nice and even, the way you see them in your store.



6 Surprise you how many steps there are from porker to packer to breakfast table? Yet bacon is only one of hundreds of processed meats prepared in modern packing "kitchens" every day.

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The Wisconsin Chapter of PRSA presented "An Adult Program in Public Relations" as its part of the 7th National Conference's "Public Relations Showcase" session. The unusual approach to the presentation was a simulated meeting to discuss the Chapter's program at the Conference during which the many facets of the Chapter's work with the University of Wisconsin in Milwaukee in developing a basic public relations course were brought out. At the end of the program, a booklet entitled "An Adventure in Public Relations Education" which synthesizes the Chapter's work with UWM was distributed to those attending.



The Chicago Chapter of PRSA presented "The Inside Story of PR McSmith," the average PR man, developed during an exhaustive analysis of 450 Chicago companies. Mr. McSmith (above) held an amusing and illuminating conversation with Chapter members during the presentation which was accompanied by slides. The 107-page booklet—"Public Relations as a management function in Chicago area companies"—giving a detailed breakdown of the study is available from PRSA headquarters or the Chicago Chapter at a price of \$2.00.

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(Deadline for copy is the 10th of month preceding date of publication.)

### Help Wanted

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Public Relations Trainee—Woman under 25 to start as clerk-typist, chemical company. Box A-1.

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WRITER-EDITOR-PHOTOGRAPHER, 16th year national trade weekly, seeks house publication or other PR communications where he would be versatile worker-executive. Married, 41, owns equipment. Box S-1.

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Emery Reves,  
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